



WEST END HOUSING STUDY

Final Report



FINAL REPORT

August 2019

Prepared for The PORT of Greater Cincinnati Development Authority and the Seven Hills Neighborhood Houses



THE PORT
Making Real Estate Work





Acknowledgments

City of Cincinnati

- Department of City Planning
- Department of Community & Economic Development
- Department of Building & Inspections

Design Impact

FC Community Coalition

FC Cincinnati

Seven Hills Neighborhood Houses

The Port

West End Community Council

West End Residents/West End Housing Resource Participants

Stakeholder Interviewees

- Birge & Held
- Cincinnati Metropolitan Housing Authority
- CityLink
- Community Building Institute
- Habitat for Humanity of Greater Cincinnati
- House of Hope Church
- Legal Aid Society of Greater Cincinnati
- Over The Rhine Community Housing
- POAH
- Talbert House
- Telesis
- The Community Builders
- Touchstone Properties
- Various Local Realtors and Investors

Consultant Project Team – APD Urban Planning and Management

- Bridget Wiles, Chief Operations Officer/Project Manager
- Glenda Krouse, AICP, Senior Planning Manager
- Steven Gonzales, Senior Planning and Research Analyst
- Meng Gao, GIS Planner
- Reginald White, Senior Intern



Executive Summary



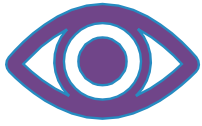
Neighborhood investment that impact the character of urban neighborhoods can often result in displacement of low-income residents and small businesses. Displacement (voluntary and involuntary) caused by gentrification can be one of three types – “disinvestment displacement” – conditions under which property values don’t justify reinvesting, resulting in abandonment; “reinvestment displacement” – investments that result in increased rents and tenants are forced to leave; or “enhanced housing market displacement” – needs not being met by current housing production and families leave. Researchers have attempted to measure the effects of gentrification on displacement since the concepts have become popularized, though finding direct causal evidence has proved difficult.

However, those same investments can also create opportunities for existing residents and improve the quality of life of the overall neighborhood. Yet, if these investments are not addressed in a comprehensive, intentional and equitable manner to development, the resulting side effects can include loss of affordable housing, rising rents, lack of jobs for low-skilled workers, and loss of community serving businesses. The Greater Cincinnati Redevelopment Authority (“The Port”), The West End Community Council, FC Cincinnati and Seven Hills Neighborhood Houses want to ensure that sustainable and equitable development occurs in the West End without negatively impacting this historic community. In the last five years, the West End has experienced significant increases in property values, faster than both the City and its neighbor, Over-The Rhine, creating a mismatch between household incomes and price appropriate units, and an environment ripe for gentrification and displacement. In light of the development of the rapid property values and the new MLS stadium, the West End community decided it needed a housing study to shape future development in the West End.

The West End Housing Study is a data driven housing analysis at its core, with a foundation of urban planning principles to guide price appropriate housing development that minimizes displacement in consideration of preservation of the history and culture of the West End. Existing conditions analysis, review of existing/previous plans, and review of existing/proposed projects culminated in a research and data analysis process that was conducted over several months while facilitating on-site stakeholder and community engagement meetings. A zoning analysis and location suitability analysis was performed to identify areas best suited for the development of price appropriate housing and least likely to result in displacement. The result was the development of a Housing Study that is supported by a housing vision approved by the community. The West End Housing Study provides a detailed analysis of the current state of housing in the West End that led to a set of recommendations reinforcing the Memorandum of Understanding between the Port and Seven Hills Neighborhood Houses and can be implemented by interested stakeholders to support sustainable and equitable housing development in the West End neighborhood.



Guide Map



1. Vision and Goals

A vision and goals statement approved by the community and stakeholders to guide the West End Housing Study.



2. Exploring the West End

An overview of all pertinent background information and data including existing conditions.



3. Community Engagement

A review of community meetings, retention surveys, and other activities involving residents and stakeholders.



4. Interpreting the Local Housing Market

A detailed analysis of the current housing market in the West End.



5. Crafting a Housing Framework

Combination of a Decision Making process and Urban Study to guide implementation within a neighborhood context.



6. Implementing the West End Housing Study

A list of implementable programs and policies for sustainable and equitable development.





Vision and Goals

Purpose of the West End Housing Study

The purpose of the West End Housing Study according to the Community Benefits Agreement is to:

- study the effects of the new FCC Stadium and other new developments on privately owned housing costs in the West End;
- recommend specific measures to encourage investment; and
- recommend specific measures to protect long-term, low income local residents from displacement.

The Study also intends to establish a housing vision and set of goals decided by the community and stakeholders. These items will set a clear path on how housing should be developed in the community both now and in the future. The Guiding Principles lay out the foundation of the relationship between the community, stakeholders, and the Project Management Team, consisting of the Port and the Seven Hills Neighborhood Houses.

Vision

In order to impact the sustainable and equitable revitalization of the West End through housing, it was important to have a clear vision on what housing should be in the West End. Review of the existing plans and studies revealed there was not an explicit statement or vision that contextualizes the future of housing, thus feedback from community engagement meetings, focus groups, stakeholder meetings, community conversations and the retention surveys was summarized and used to establish a housing vision for the West End Housing Study. The vision is subsequently supported by the goals and objectives, and the resulting policy priorities will provide the foundation to support sustainable and equitable housing development in the West End.

“West End will be an **inclusive community where safe, decent housing is a right and **afforded to everyone** regardless of economic status. Quality **price-appropriate housing** will be supported by a vibrant community that celebrates its history, culture and diversity through preservation and encouragement of local economic growth.”**

Guiding Principles

From November 2018 through June 2019, West End residents and stakeholders participated in a series of meetings and focus groups designed to 1) communicate information to residents and 2) to learn about residents needs, priorities, challenges and opportunities with regards to housing, displacement, and overall development of the West End. The following guiding principles were borne from the wealth of information provided:

- We value open and honest communication with and among residents, stakeholders and partners in the West End;
- We support inclusive and price appropriate housing solutions for the West End that fulfill the needs of both existing and future residents;
- We will promote economic mobility in the local community by creating opportunities for existing residents; and
- We understand that impactful work happens over time.

Goals

The West End Housing Study seeks to address four primary goals:

- Determine the state of housing in the West End through community engagement;
- Verify existing conditions and update the market analysis;
- Contextualize the threat of displacement; and
- Achieve implementable action strategies that address housing priorities and needs in a manner that is transparent and acceptable to neighborhood residents.



Exploring the West End

Background

The West End community is historically known to be the epicenter of African American culture, wealth, and business in the City of Cincinnati. The rise and prominence of “Porkopolis” attracted thousands of southern African Americans to the West End. By the 1920s, the West End was a flourishing African American stronghold in proximity to the Central Business District and industrial hubs. The Urban Renewal programs of the 1950s displaced thousands of African Americans from the West End and into surrounding communities around the city. The impact of these programs can be seen in the current urban fabric of the community and can still be heard in community conversations today.

The West End of today faces a new set of challenges. Successful redevelopment of the neighboring Over-the-Rhine has created an overflow of developmental pressure across Central Parkway into the West End. Recent housing redevelopment and rapidly increasing real estate values have triggered concerns of gentrification and the displacement of the communities’ people, culture, and legacy. The development of the new FC Cincinnati stadium is the physical manifestation of such gentrification pressures in the eyes of the many residents. To facilitate an improved quality of life as a result of the FCC Stadium, the West End Community Council (WECC) entered into a Community Benefits Agreement between FC Cincinnati and the Port of Greater Cincinnati Development Authority (The Port).

Community Benefits Agreement

The Community Benefits Agreement (CBA) establishes a long-term relationship between all parties in support of an improved quality of life. Sections 10 and 11 directly speak to the Housing Study and are summarized below:

Section 10: Housing Study and Community Engagement

The section speaks on the funding and purpose of this document, the West End Housing Study.

Section 11: Affordable Housing

The section details the development of select residential parcels by the Port or a selected developer who will, with the Seven Hills Neighborhood Houses, determine the appropriate housing needs in the West End consistent with the WE SPEAKS Plan and the West End Housing Study.

Additionally, the Port will re-invest in the West End the proceeds generated from its activities pursuant to this Section and other Port property developments in the West End.

Community Profile

Demographic Analysis

The West End neighborhood has a population of 6,650 (2018) which is about 2% of the entire City of Cincinnati's population (308,959). The median age is 32, which shows that the West End has a slightly younger overall population compared to the City. The West End has a very high percentage of renters - 69% of occupied housing units are renters, compared to the City's renter percentage of 55%. The median income is \$22,000 less than that of the City, and the poverty rate is 30% higher in the West End. Five out of 25 West End residents are unemployed compared to 1 out of 25 in the City

This is significant given that the average property value in the West End neighborhood is \$161,732 compared to \$136,290 in Cincinnati despite the median income being much lower in the West End, and the unemployment rate and poverty rate being much greater. This demonstrates that the cost of living in the West End neighborhood is extremely high in relation to its income demographics. Overall, the West End is exhibiting the typical signals of decay common to many urban core communities across the county that are experiencing transformation.



Table 1: Demographic Comparison between the West End and the City of Cincinnati

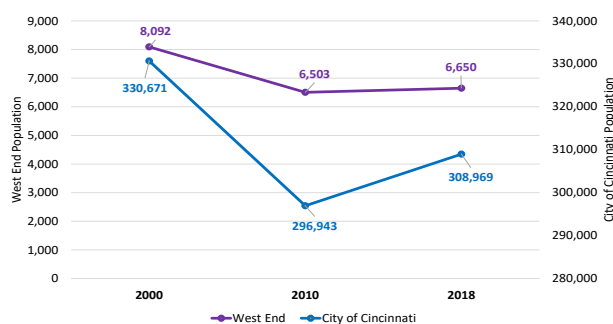
| Demographic Categories | West End | City |
|--|-----------|-----------|
| Location Characteristics | | |
| Square Miles | 1.07 | 79.54 |
| Acres | 648.80 | 50,905.60 |
| Population Characteristics | | |
| Total Population | 6,650 | 308,969 |
| Total Households (2018) | 3,179 | 139,218 |
| Population Density | 4.64 | 2.73 |
| Median Age | 32.2 | 34.00 |
| Below 18 Years of Age | 27.50% | 21.1% |
| Above 65 Years of Age | 9.40% | 9.00% |
| Average Household Size | 2.03 | 2.11 |
| Income Characteristics | | |
| Median Household Income | \$14,632 | \$37,363 |
| Average Households Income | \$28,883 | \$60,299 |
| Median Net Worth | \$9,080 | \$14,304 |
| Poverty Rate | 65.00% | 35.00% |
| Housing Characteristics | | |
| Average Homeowner Property Value | \$161,732 | \$136,290 |
| Renters paying more than 30% of their net income | 53.00% | 51.00% |
| Renters paying more than 50% of their net income | 25.00% | 28.00% |
| Ownership Rate | 8.20% | 29.00% |
| Vacancy Rate | 20.10% | 15.90% |
| Educational Attainment | | |
| At least High School Diploma Attainment | 77.50% | 87.50% |
| At least Bachelor's Degree Attainment | 14.90% | 35.70% |
| At least Graduate/Professional Degree Attainment | 6.10% | 15.00% |
| Unemployment Rate | 18.00% | 7.30% |

Source: APD Urban Planning & Mgmt., U.S. Census Bureau

Trend Analysis

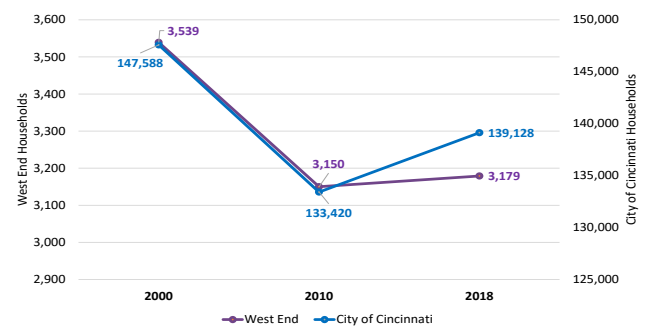
The total population in the West End neighborhood has dropped tremendously from 2000 to 2010. From 2010 to 2018 there has been a steady population increase which is expected to continue to grow with the rising interest to live close in proximity to Over-The-Rhine, and the new FCC Stadium. This can also explain the similar changes in the increases in total households in the same time period. The number of owners in the West End and Cincinnati are steadily decreasing while the number of renters has recently increased from 2010 to 2018 which also explains the rise in total population between 2010 to 2018.

Figure 1: Population Trend (2000 to 2018) comparison



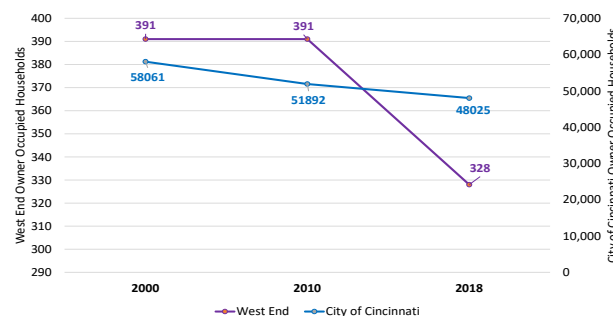
Source: APD Urban Planning & Mgmt.; U.S. Census Bureau

Figure 2: Household Trend (2000 to 2018) comparison



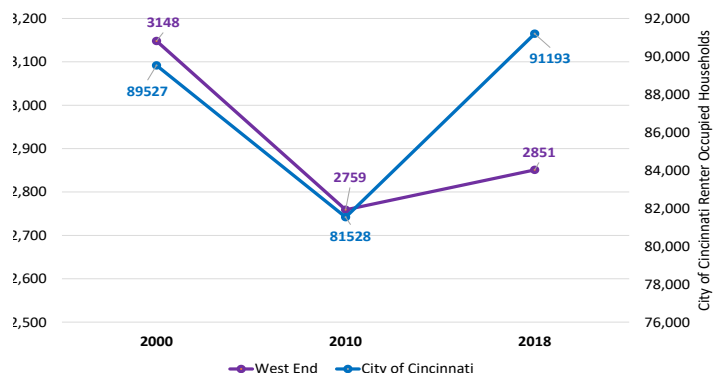
Source: APD Urban Planning & Mgmt.; U.S. Census Bureau

Figure 3: Owner Occupied Trend (2000 to 2018) comparison



Source: APD Urban Planning & Mgmt.; U.S. Census Bureau

Figure 4: Renter Occupied Trend (2000 to 2018) comparison



Source: APD Urban Planning & Mgmt.; U.S. Census Bureau

Study Boundary

The West End community is located immediately northwest of Cincinnati's core Downtown and west of the Over-the-Rhine neighborhood. The West End community sits in a geographic pocket created by both man-made and natural boundaries. Interstate 75 and the railroad tracks of Norfolk Southern and CSX separate the West End community from surrounding industrial sectors. Interstate 75 divides residential portions of the neighborhood from industrial portions. Central Parkway is the dividing line between the affluent Over-the-Rhine neighborhood and the West End community. To the north, the steep hills of Clifton Heights creates a natural boundary between the West End and other neighborhoods.

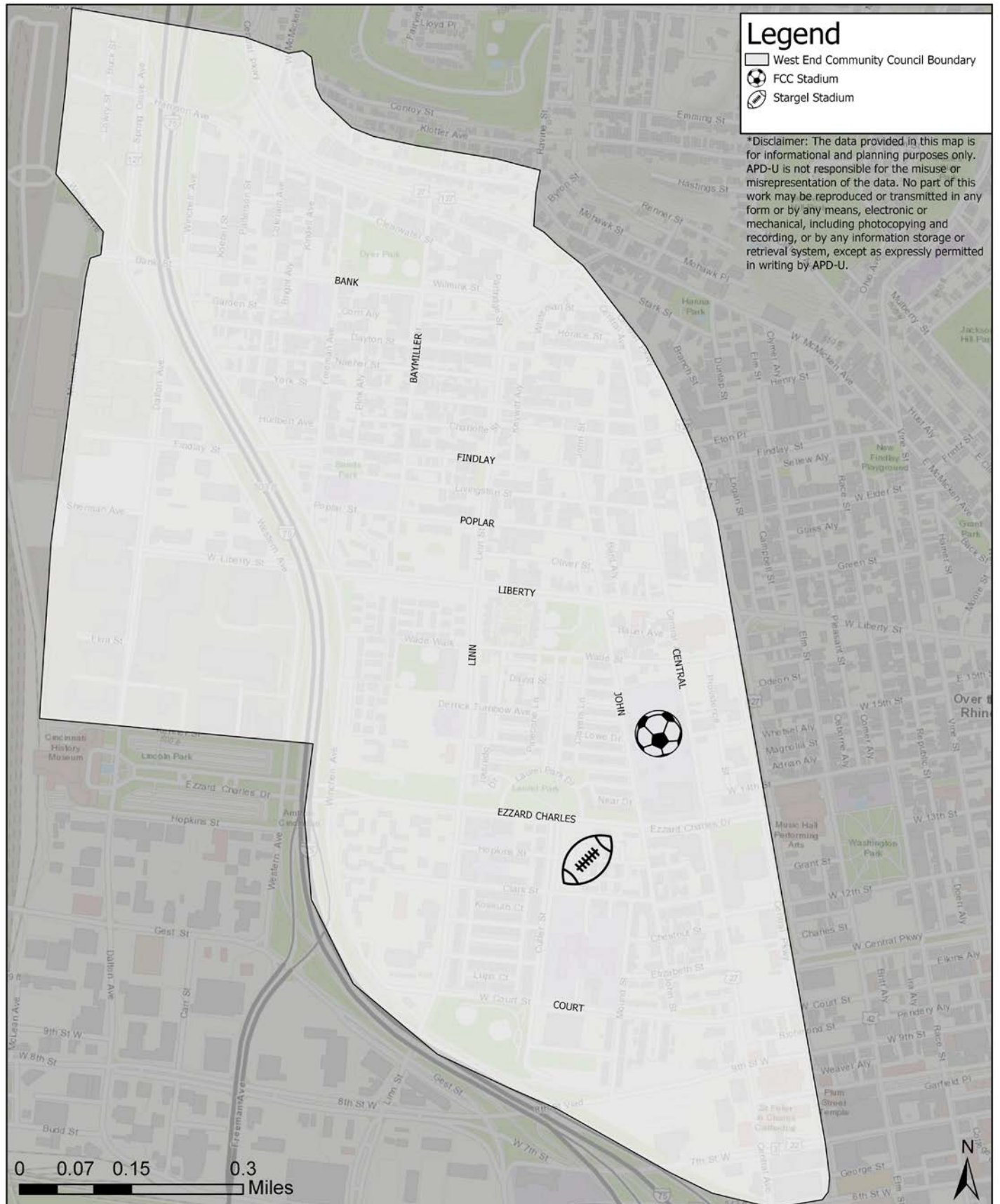
Two community boundaries were considered for the West End Housing Study. The first boundary encompassed the more traditional areas of the community. This boundary followed Central Parkway to the east and north, Interstate 75 as the western boundary, and 9th Street as the southern boundary. The second boundary is the official West End boundary which was ratified in 2016 by the West End Community Council. The ratified boundary extends to encompass additional residential areas to the north, industrial sections to the west, and both commercial and residential areas to the south, and was used for the Housing Study.

The official West End Housing Study boundary follows the West End Community Council's ratified community boundary and is as follows:

- Northern Boundary: W. McMicken Avenue & Western Hills Viaduct
- Eastern Boundary: Central Parkway
- Southern Boundary: 6th Avenue and Kenner Street
- Western Boundary: CSX & Norfolk Southern Rail Lines



Figure 5: Map of the West End Community Council Boundary



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

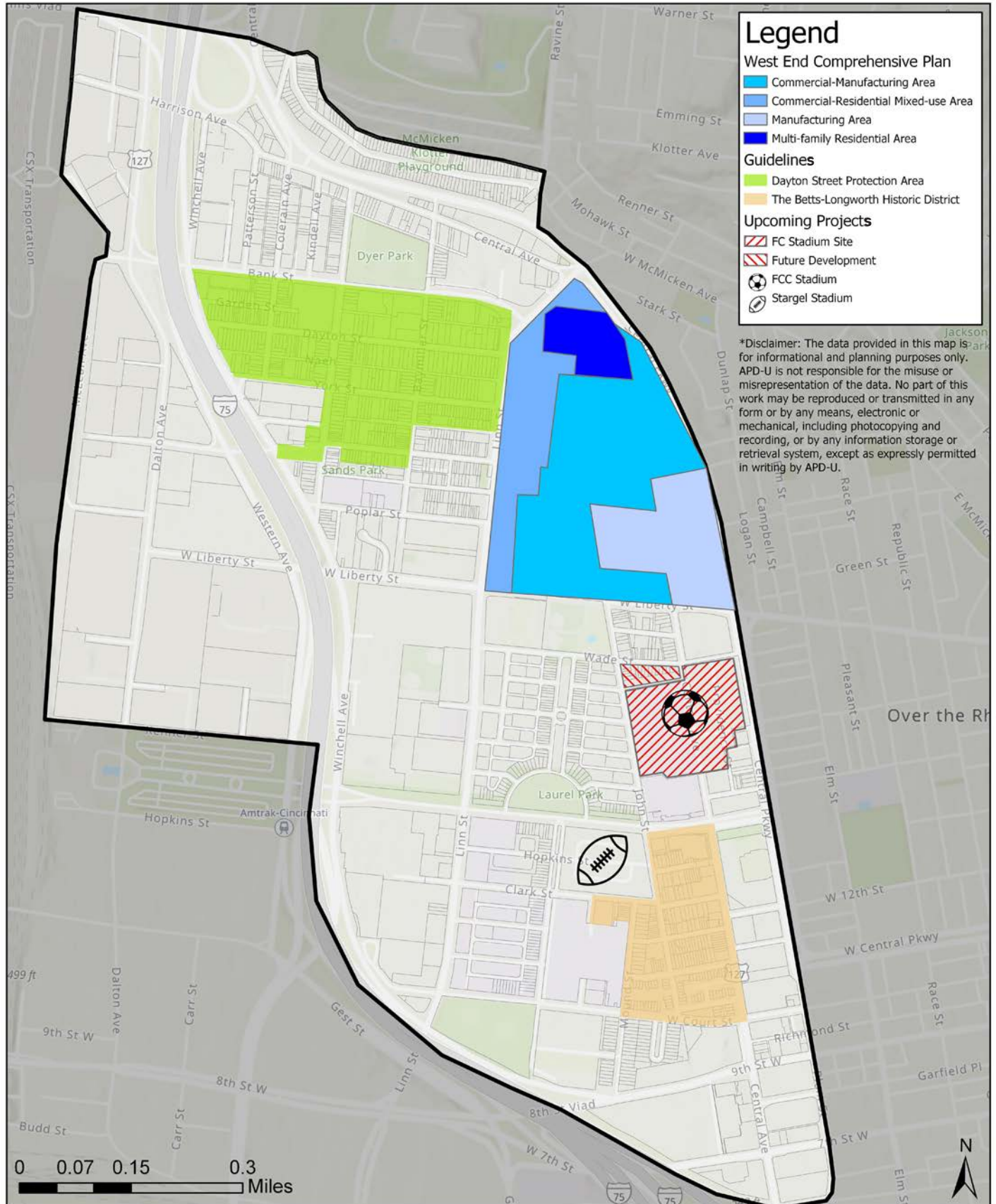
Existing Plans and Studies

The existing planning documents section summarizes the list of plans that were reviewed to gain an understanding of previous planning processes and initiatives within and relative to the West End. Table 2 lists the plans reviewed with a short summary of each, while Figure 6 depicts how each of the plans overlap the West End boundary.

Table 2: Existing Plans Timeline and Descriptions

| | |
|------|---|
| 1982 | <div>1</div> Conservation Guidelines: Betts - Longworth Historic District <p>The Conservation Guidelines, adopted in 1982, was used to conserve the historical characters of the Betts-Longworth Historic District. The guidelines gave recommendations on general characteristics/building type and style, rehabilitation and alteration, demolition, additions and new construction.</p> |
| 2004 | <div>2</div> West End Comprehensive Plan <p>The plan identifies key issues, goals, and objectives, and recommends strategies for implementation of several proposed projects in the community. The plan also divides the community into five distinct development districts.</p> |
| 2010 | <div>3</div> Cincinnati Bicycle Transportation Plan <p>Published by the City of Cincinnati, this master plan outlined the City’s long-term goals and recommendations about bicycle transportation, including 445 miles of on-street and off-street facilities.</p> |
| 2012 | <div>4</div> Plan Cincinnati - A Comprehensive Plan for the Future <p>Plan Cincinnati provided a comprehensive analysis of the history, demographics and physical features of the City of Cincinnati, identified goals and provided a comprehensive development strategy.</p> |
| 2015 | <div>5</div> The Dayton Street Protection Area <p>The Dayton Street Historic District guidelines served to ensure that future development, improvements and alterations are compatible with the historic character and integrity of the District.</p> |
| 2016 | <div>6</div> West End Speaks, a quality-of-life plan for the future of the West End <p>The West End Speaks Plan was led by community members and aimed to make West End a healthier, safer and economically stronger neighborhood.</p> |
| 2017 | <div>7</div> A Study of Eviction in Cincinnati and Hamilton County, Ohio, 2014-2017 <p>This report presented an analysis of formal eviction filings in Hamilton County, Ohio from 2014 to 2017. The study analyzed the influence of eviction, mapped the eviction concentrations, and identified the socioeconomic groups that are subject to the highest rates of eviction.</p> |
| 2018 | <div>8</div> WE Community Benefits Agreement <p>The Community Benefits Agreement outlines agreement between West End and the Port of Greater Cincinnati, and FCC; and agreement between Port, FCC and West End Community Coalition. The document addressed the influence of the stadium, economic development, housing, and transportation issues.</p> |
| 2018 | <div>9</div> FCC Stadium Documents <p>A complete collection of the FCC Stadium development documents including project program, calendar, and development process.</p> |
| 2018 | <div>10</div> All-In Cincinnati: Equity Is the Path to Inclusive Prosperity <p>This report and the accompanying data profile, Advancing Health Equity and Inclusive Growth in Cincinnati, underscore the urgency of equity for Cincinnati and outlines an agenda to put the city on the path toward inclusive prosperity through demographic analysis and policy recommendations.</p> |

Figure 6: Map of Existing Planning Documents



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

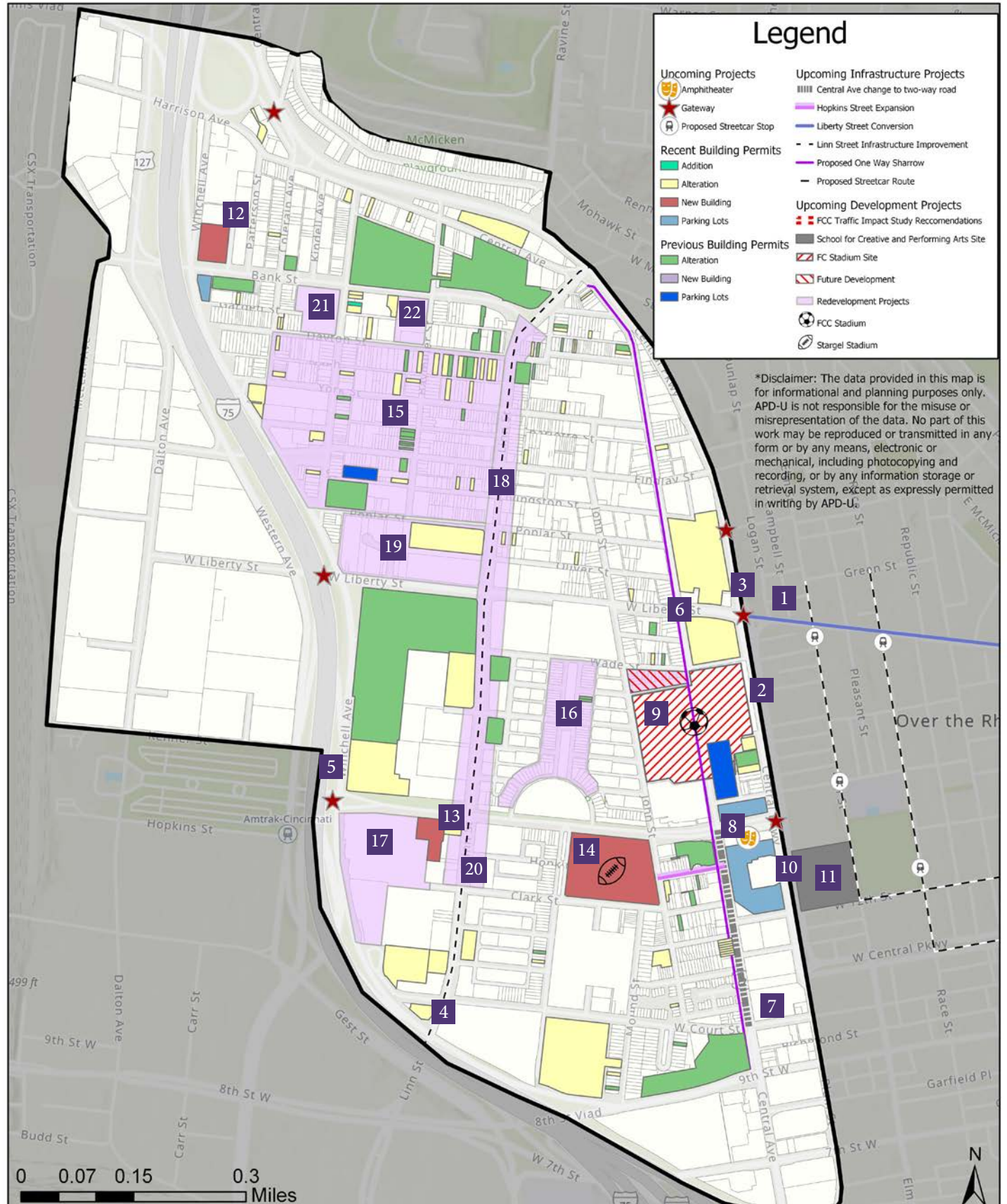
Proposed and New Projects

A list of recently completed and upcoming projects was collected through a review of City of Cincinnati building permits and certificates of occupancy in the West End. Notes from stakeholder interviews and a review of existing plans and studies provided additional project information. The goal is for proposed housing developments to leverage these projects' positive momentum, coordinate infrastructure improvements, and ensure continuity from one project to the other.

Table 3: Proposed and New Projects List (as of May 2019)

| # | Project Name | Project Type | Developer/ Organization | Project Phase |
|----|--|----------------------------|---------------------------------|--------------------|
| 1 | Liberty Street Conversion | Infrastructure | City | Planning |
| 2 | Traffic Impact Study Recommendations | Infrastructure | FCC | Planning |
| 3 | W Liberty St Gateway Enhancement | Infrastructure | City | Planning |
| 4 | Linn Street Mixed-Use Commercial Corridor and Infrastructure Improvement | Infrastructure | City | Planning |
| 5 | Gateways | Infrastructure | City | Planning |
| 6 | Central Ave Bike Sharrow | Infrastructure | City | Planning |
| 7 | Central Ave change to two-way road | Infrastructure | City | Planning |
| 8 | Hopkins Street Expansion | Infrastructure | City | Planning |
| 9 | FCC Stadium | Institutional | FCC | Predevelopment |
| 10 | Amphitheater at Ezzard Charles Drive and Central Parkway | Community Development | City | Predevelopment |
| 11 | Relocation of School for Creative and Performing Arts | Institutional | Cincinnati Public Schools (CPS) | Planning |
| 12 | St Vincent de Paul Service Center | Institutional | Private | Permit issued |
| 13 | Tender Mercies | Institutional | Private | Permit issued |
| 14 | Willard R. Stargel Stadium | Institutional | Cincinnati Public Schools (CPS) | Under Construction |
| 15 | Port Residential Development Focus Area | Residential | Port Authority | Planning |
| 16 | Port Residential Infill | Residential | Port Authority | Planning |
| 17 | Arts Apartment Redevelopment | Residential and Commercial | Private | Planning |
| 18 | Port Commercial Development Focus Area | Commercial | Port Authority | Planning |
| 19 | CMHA Redevelopment | Residential | CMHA & Private | Planning |
| 20 | Redevelopment of Regal Theatre | TBD | Port | Planning |
| 21 | Heberle Lofts | TBD | TBD | Planning |
| 22 | Redevelopment of Bloom School | Mixed Use | Private | Planning |

Figure 7: Map of Proposed and New Projects (as of May 2019)



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Existing Conditions

The APD-U Team conducted a windshield survey in the Fall of 2018 to collect conditions data for roughly 2,000 parcels within the West End community. Parcel and building data were captured using a state-of-the-art camera and then processed through a Geographic Information Systems program. All parcels and buildings were assigned distinct criteria based on a tailored rating system that reflects the local parcel and building types found in the community. All ratings are based on the exterior, visual appearance while referencing the most up-to-date building code information provided by the City of Cincinnati. The results are detailed maps, tables, and figures describing the conditions of the community.

Land Use

The section describes the land uses identified for each parcel in the West End. The land use categories follow the City and County land use definitions. A map was created to visualize the location of land uses.

The windshield survey identified sixteen different land uses in the West End (shown in Table 4). Approximately one third (32% or 641) of parcels in the West End were identified as vacant lots. These lots varied in size across the community. The second and third most common land uses identified were Single Family (22% of 446 parcels) followed by Multifamily (12% or 247 parcels). All residential land uses were located east of Interstate 75 and west of Central Parkway as seen in Figure 9.

Table 4: Land Use Counts and Percentages

| Land Use Type | Count | Percentage |
|---------------------------------|-------|------------|
| Vacant Lots | 641 | 32% |
| Single Family | 446 | 22% |
| Two Family | 186 | 9% |
| Multifamily | 247 | 12% |
| Commercial | 44 | 2% |
| Offices | 20 | 1% |
| Mixed Use | 69 | 3% |
| Light Industry | 117 | 6% |
| Heavy Industry | 28 | 1% |
| Institution | 57 | 3% |
| Public Service | 14 | 1% |
| Education | 12 | 1% |
| Utilities | 6 | 0% |
| Parks and Recreation | 27 | 1% |
| Parking Lots | 64 | 3% |
| Industrial and Informal Parking | 12 | 1% |
| Total | 1990 | 100% |

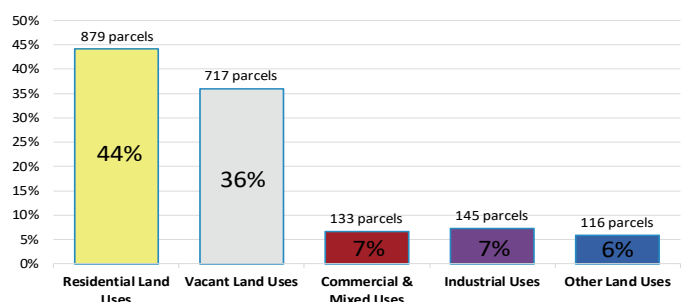
Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Key Findings

The West End is a residential community with commercial, retail, and mixed use parcels lining the interior corridors. Vacant lots of all sizes are located throughout the community. Industrial land uses, while not the most common, play a major role in the fabric of the community due to their size and concentration in the northern and western sections of the neighborhood.

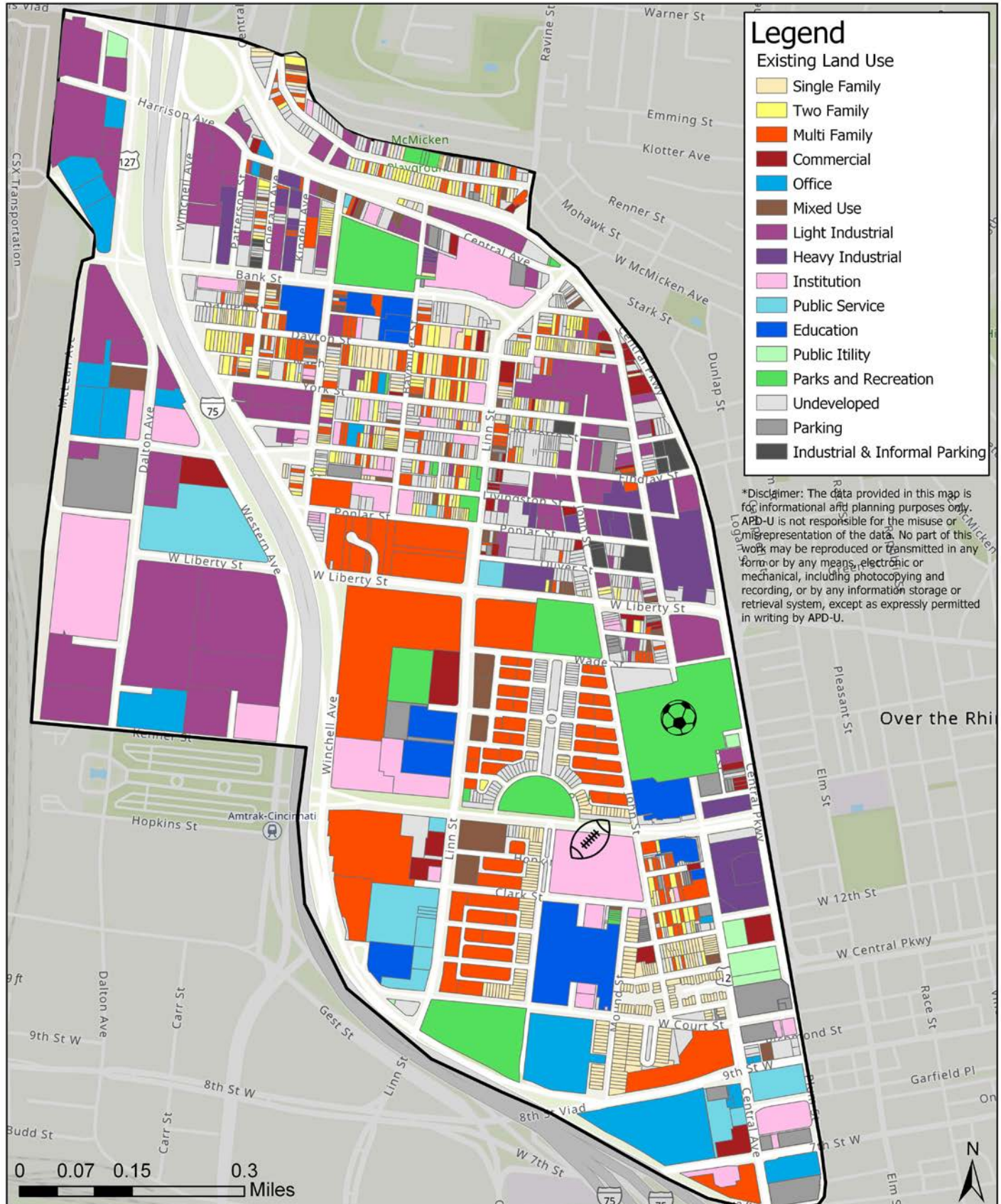
Figure 8 groups the land use categories into similar types. Residential land uses were the most commonly identified land use (44% or 879) for all parcels in the West End. Residential land uses include Single Family, Two Family, and Multifamily land uses. Vacant land uses consist of a third (36% or 717) of all parcels in the West End. This category includes Vacant Lots, Parking Lots, and Industrial/Informal Parking. Industrial land uses such as Light and Heavy Industry consist of 7%, or 145, of all parcels in the West End.

Figure 8: Land Uses by Similar Use



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Figure 9: Map of Existing Land Uses



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

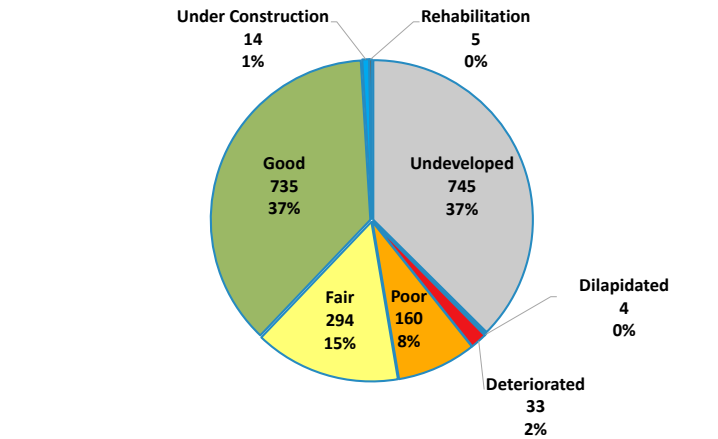
Building Condition

The data represented in this section describes the building conditions of structures on each parcel within the West End community. The building conditions for each parcel were further analyzed by specifying land uses in the West End. A map was created to visualize the location of the structures and their corresponding condition.

Building condition percentages were calculated using the total number of parcels in the West End in Figure 10 . The size of parcels were not considered in these calculations. The most common building condition in the West End were undeveloped lots, at 37% or 745 parcels. Following undeveloped lots, many of the structures in the West End were identified to be in good building condition (37% or 729 parcels), represented in green in Figure 15. The third most common type of building condition in the West End are structures in fair condition (15% or 294 parcels), represented as yellow in Figure 15. There are very few structures in blighted condition (2% or 37 parcels), either in deteriorated or dilapidated building condition.

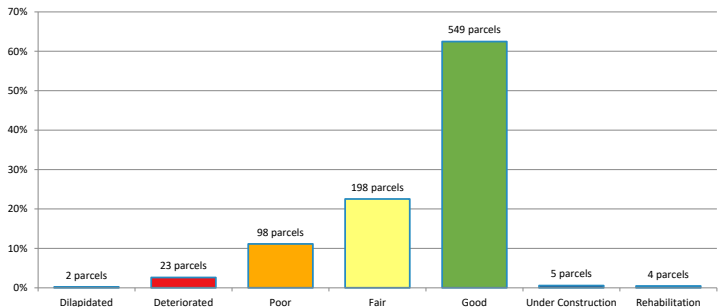
Figure 11 categorizes the building conditions of Residential Land Uses, or Single Family, Two Family, and Multifamily. Over three-quarters (85% or 747) parcels with a residential structure are in good or fair condition. A deeper dive of residential parcel building conditions for each Residential parcel (Figure 12, Figure 13, and Figure 14) reveal that Single Family structures are generally in good condition while Two Family and Multifamily structures are generally in worse conditions.

Figure 10: Overall Building Condition



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Figure 11: Residential Building Condition



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Key Findings

The majority of structures in the West End are in either good or fair building condition. There are little to no structures identified in blighted building condition. For Residential structures, the variation of building condition for Two Family and Multifamily structures show a need for a building rehabilitation program to improve the condition and livability of units in these structures.

Figure 12: Single Family Building Condition

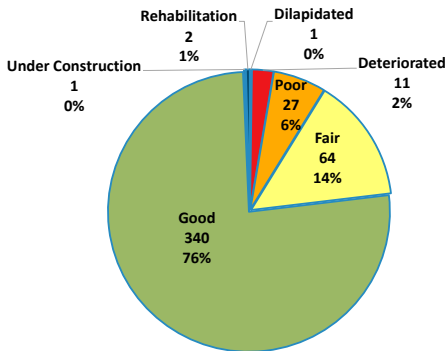


Figure 13: Two Family Building Condition

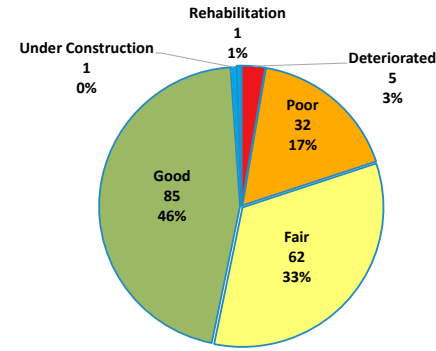
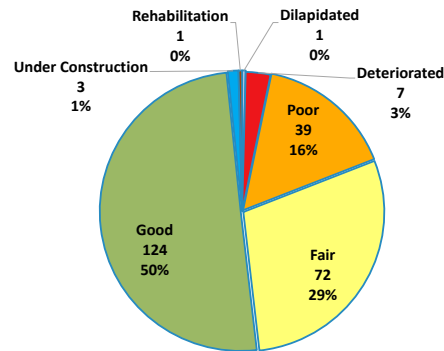
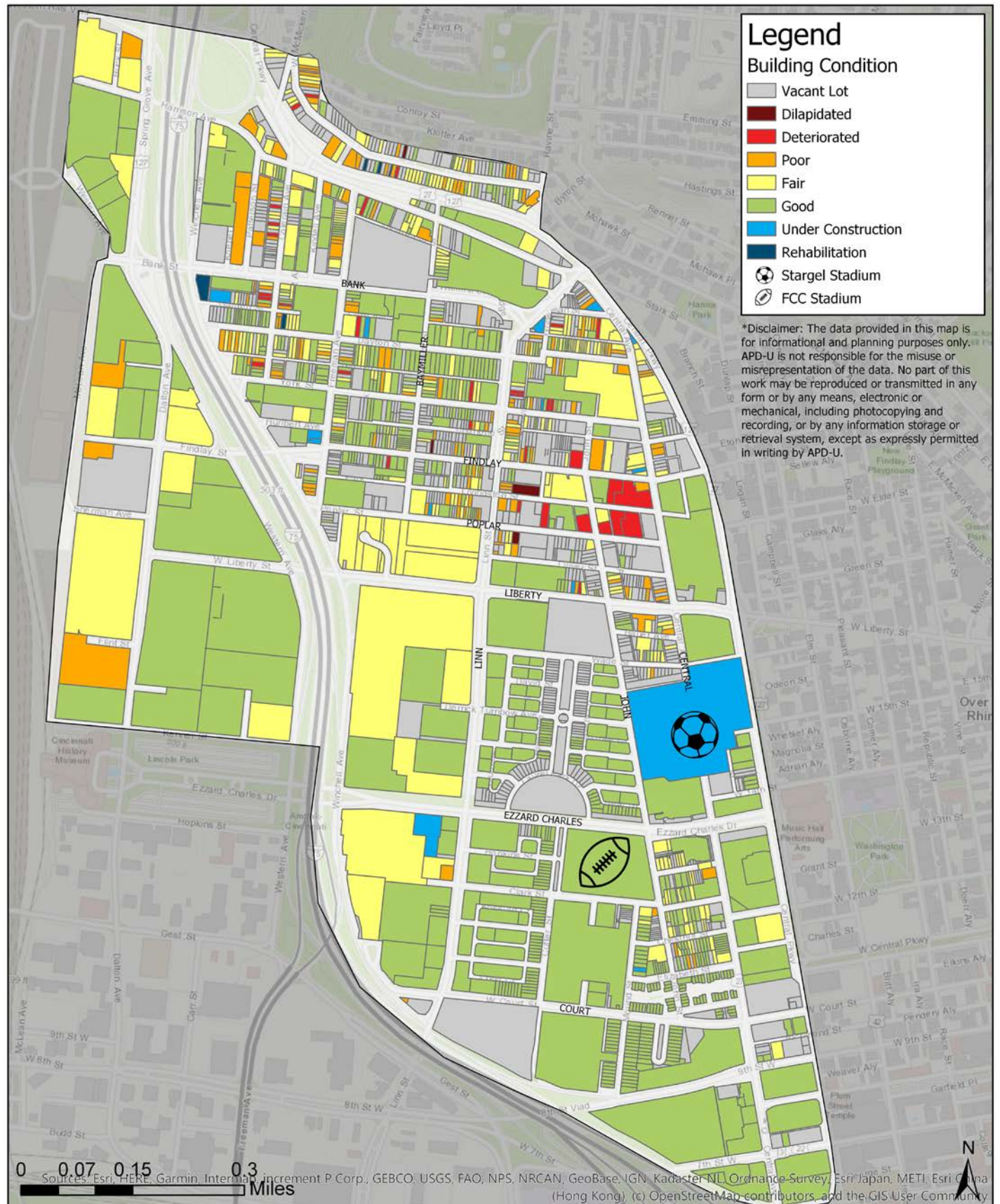


Figure 14: Multifamily Building Condition



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Figure 15: Map of Building Conditions



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Tenure

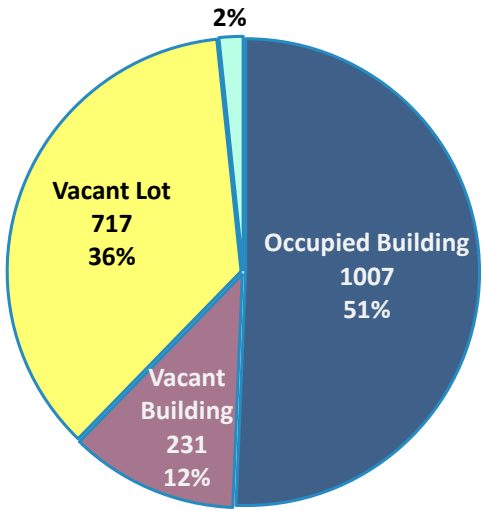
The Tenure section details vacancy status of parcels in the West End. The information is stratified and displayed in various formats to show if parcels have an occupied structure, vacant structure, or no structure (vacant lot). The tenure status of each parcel was further analyzed by land uses and building condition in the West End. A map was created to visualize the location.

The APD-U team identified the tenure status of each parcel or the structure on a parcel during the Windshield Survey. To determine the occupancy, all parcels were examined for signs of Activity (car, mail, trashcans) or signs of No Activity (no cars or trashcans, significant overgrowth, open entry) to determine building occupancy. These results were mapped in Figure 21.

Figure 16 shows that approximately half of the parcels in the West End have been identified as Occupied while the other half have been identified as Vacant (either as a vacant building or vacant lot). Removing Vacant Lots from the equation (and only examining parcels with structures) reveals a much more balanced community. Just over three-fourths (81% or 1,007) of parcels contain an occupied structure while the remaining (19% or 231) parcels have a vacant structure.

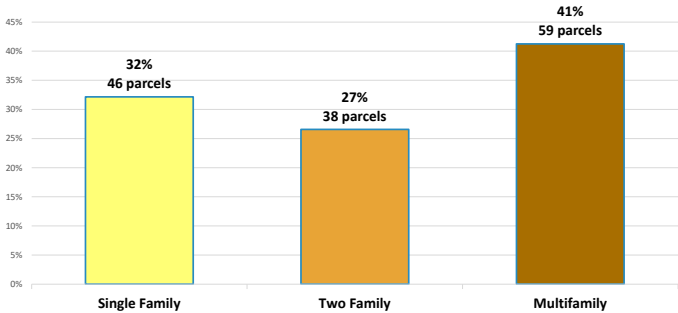
The majority of Residential structures were identified as Occupied (84% or 734 parcels) while less than a quarter of residential structures were identified as Vacant (16% or 143 parcels). In Figure 17, most of the Vacant Residential structures are Multifamily (41% or 59 parcels). Figure 18, Figure 19, and Figure 20 reveal a correlation between Vacant Residential buildings and Residential buildings in poor or worse condition.

Figure 16: Overall Existing Tenure



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Figure 17: Breakdown of Vacant Residential Structures



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Key Findings

The removal of Vacant Lots from the analysis show roughly 20% of structures in the West End are vacant. A large portion of these vacant structures are in poor or worse building condition. While this may be an eye sore, this represents opportunities for improvement. The only question is the degree of renovation required to re-occupy these buildings.

Figure 18: Building Condition of Vacant Single Family structures

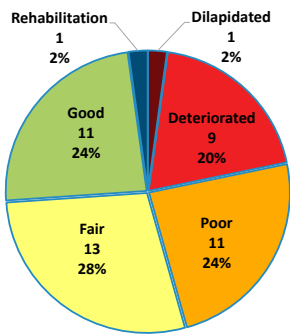


Figure 19: Building Condition of Vacant Two Family structures

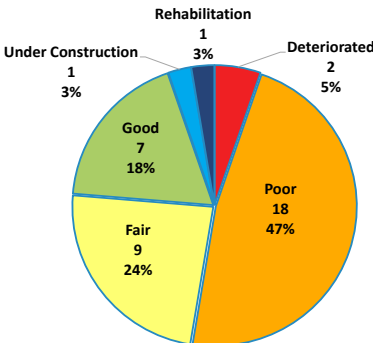
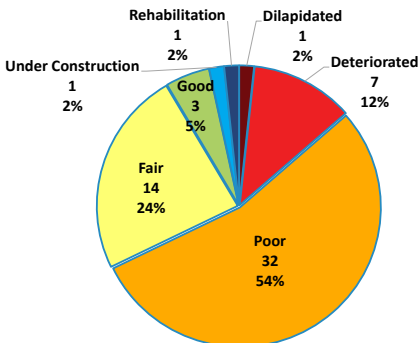


Figure 20: Building Condition of Vacant Multifamily structures



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Legend
Land Use and Tenure Descriptors

- Vacant Buildings
- Vacant Lots
- Occupied Buildings
- Other Parcels
- FCC Stadium
- Stargel Stadium

*Disclaimer: The data provided in this map is for informational and planning purposes only. APD-U is not responsible for the misuse or misrepresentation of the data. No part of this work may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying and recording, or by any information storage or retrieval system, except as expressly permitted in writing by APD-U.

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Concentration Analysis

The Concentration Analysis identifies the spatial patterns of parcels to assist with identifying potential recommendations and programs. The analysis uses a combination of factors previously discussed in the Existing Conditions section. The first analysis examines where parcels with Vacant Residential structures in poor or worse condition are concentrated within the West End. The second analysis examines where Vacant Lots are concentrated within the West End.

Vacant Residential Parcels Analysis

Parcels with a Vacant Residential structure in a poor or worse condition are concentrated in the northern sections of the West End as seen in Figure 22. These parcels are concentrated near the Linn Street corridor and around the intersection of Dayton Street and Colerain Avenue. The maps in page 22 and 23 in the Tenure section reveal 81 parcels have a Vacant Residential structure in poor or worse condition. This equates to 56% of all Vacant Residential structures in the West End. These residential structures can be brought back to life but will require moderate to extensive rehabilitation. A rehabilitation program targeting vacant structures in poor condition would be essential to increase the number of quality, price appropriate rental units in the West End.

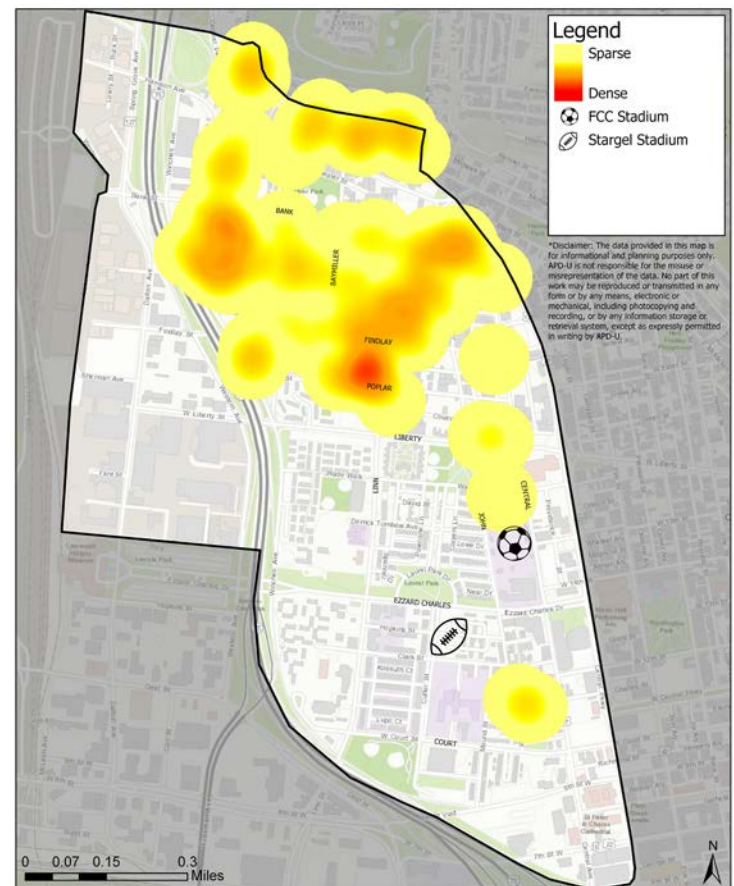
Vacant Lots Analysis

The Vacant Lots analysis accounts for vacant lots, parking lots, and informal and industrial parking lots. The highest concentration of Vacant Lots exists near the City West area, around the intersection of Liberty and John Streets, and around the intersection of Linn and Findlay Streets as seen in Figure 23. As noted previously, approximately 36% (717) of the parcels in the West End are vacant lots. The high proportion of Vacant Lots poses a major challenge for the West End but it can also be seen as a major opportunity. These Vacant Lots can be reclaimed and developed into residential or commercial/retail use. Recommendations such as a residential in-fill program can identify smaller vacant lots to develop single family and small multifamily housing. Other programs can be recommended to target contiguous Vacant Lots which can be used for large scale or multifamily development given the proper circumstances.

Key Findings

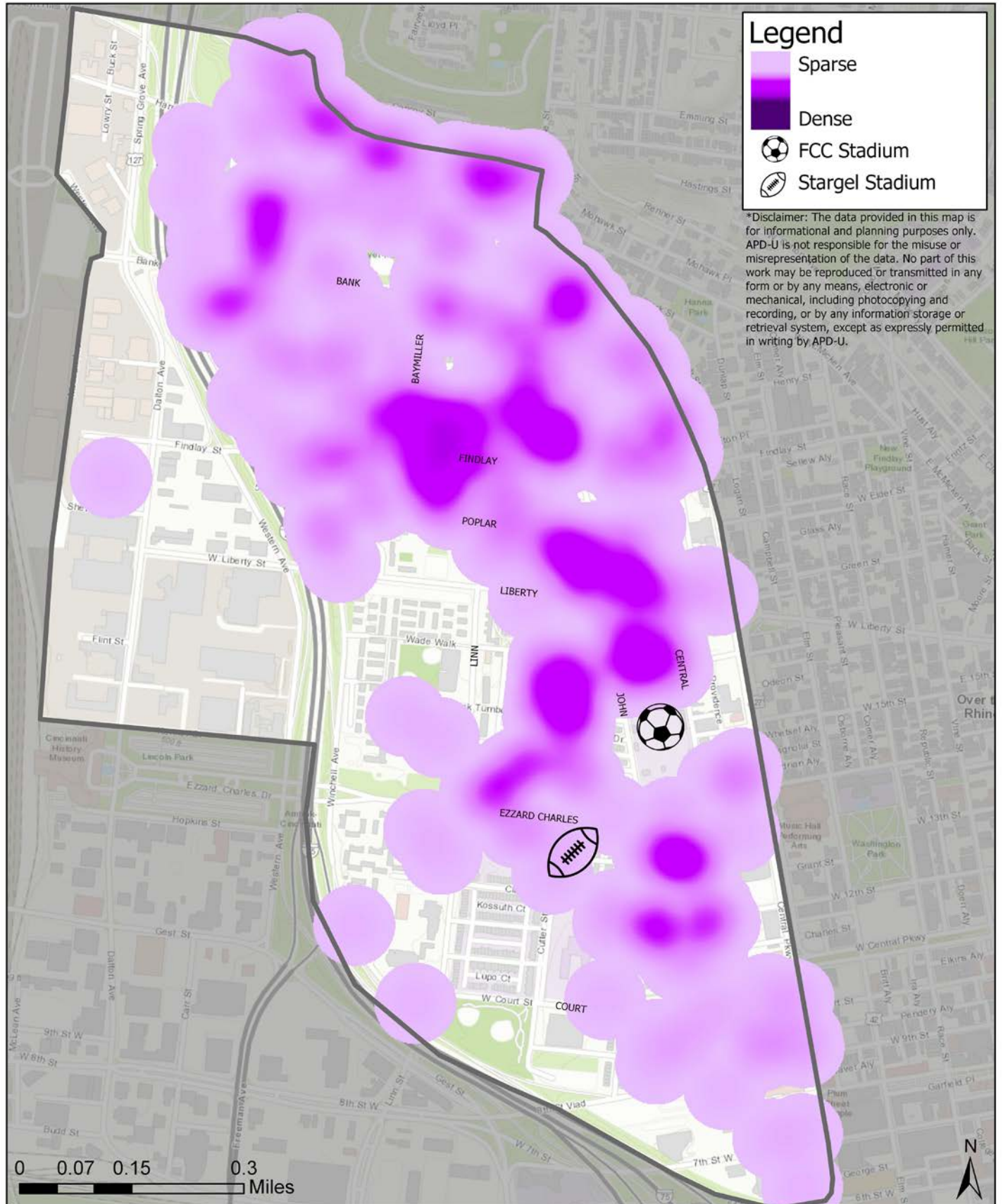
The analysis reveals that both Vacant Lots and Vacant Residential structures in poor or worse condition are concentrated in certain areas within the West End. A vacant structure rehabilitation program can prioritize residential structures in poor condition to keep costs down and re-occupy buildings in a timely manner. A residential infill program can target smaller vacant lots with the goal to develop single family or smaller multifamily structures. Both recommendations have the possibility to expand housing options to appease the current need in a short time frame.

Figure 22: Map of Vacant Residential Buildings in Poor or Worse Condition



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Figure 23: Map of Vacant Lot Concentrations



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Zoning

A review of the current Zoning shows that the majority of the parcels within the West End fall within the Multifamily zoning category (50%), followed by Manufacturing (17%), and Single Family Residential (10%). When evaluating zoning based on the acreage, there is a shift in the three largest zoning categories with Manufacturing at the top with 32% of the total area acreage, followed by Multifamily (27%), and Commercial zoning categories at 18%. The zoning categories with the lowest number of parcels are Planned Development(0.2%), Park and Recreation (2%) and Office (1%). The acreage for these sites is also small. The zoning designation and areas of concentration are shown in Figure 24.

A few parks exist in the West End that are not zoned Park and Recreation including Dyer Park and Laurel Playground at the intersection of Wade Street and John Street. The West End area has two historic districts that add an additional layer of consideration for redevelopment - the Dayton Street Protection Area and the Bettes - Longworth Historic District (boundaries in Figure 6.) Since the beginning of this process, zoning changes may have occurred that would impact the findings above.

Figure 24: Zoning Category Descriptions

Residential

SF-2 Single Family: residential areas characterized by detached, single-unit structures, with minimum lot size of 2,000 sq. ft.

RM 0.7 Multi-family: tall multi-family or condominium structures with minimum land area per dwelling unit - 700 sq. ft.

RM 1.2 Multi-family: mixed residential uses at moderately high densities with minimum land area per dwelling unit-1,200 sq. ft.

RMX Residential Mixed: mix of lot sizes and house types at moderate intensities (one to three dwelling units).

Office

OL - Office Limited: offices, research and development facilities and limited commercial uses in a low intensity manner.

Commercial

CC-A Commercial Community: commercial and institutional uses along major corridors and in shopping districts.

CG-A Commercial General: region-drawing centers of activity with commercial, office, recreation, entertainment, and arts uses.

CN-M & P Commercial Neighborhood: small-scale, pedestrian development with mix of commercial and residential uses.

Mixed Use

DD Downtown Development (subdistrict C): permits a mix of professional and governmental offices, residential, commercial, public, semi-public and limited industrial uses.

UM Urban Mix: retail, entertainment, residential and office vitality

Manufacturing

MG Manufacturing General: commercial and manufacturing that may have the potential to generate off-site impacts.

ML Manufacturing Limited: low-impact manufacturing activities and supporting commercial uses.

Other

PD Planned Development: procedure for a more efficient and economic development than ordinarily permitted by conventional zoning and subdivision regulations.

PR Park and Recreation: Preserve, protect and enhance a system of public parks, parkways, greenspace, and recreation areas.

Bettes - Longworth Historic District: adopted in 1982, requires review of exterior alterations within the district.

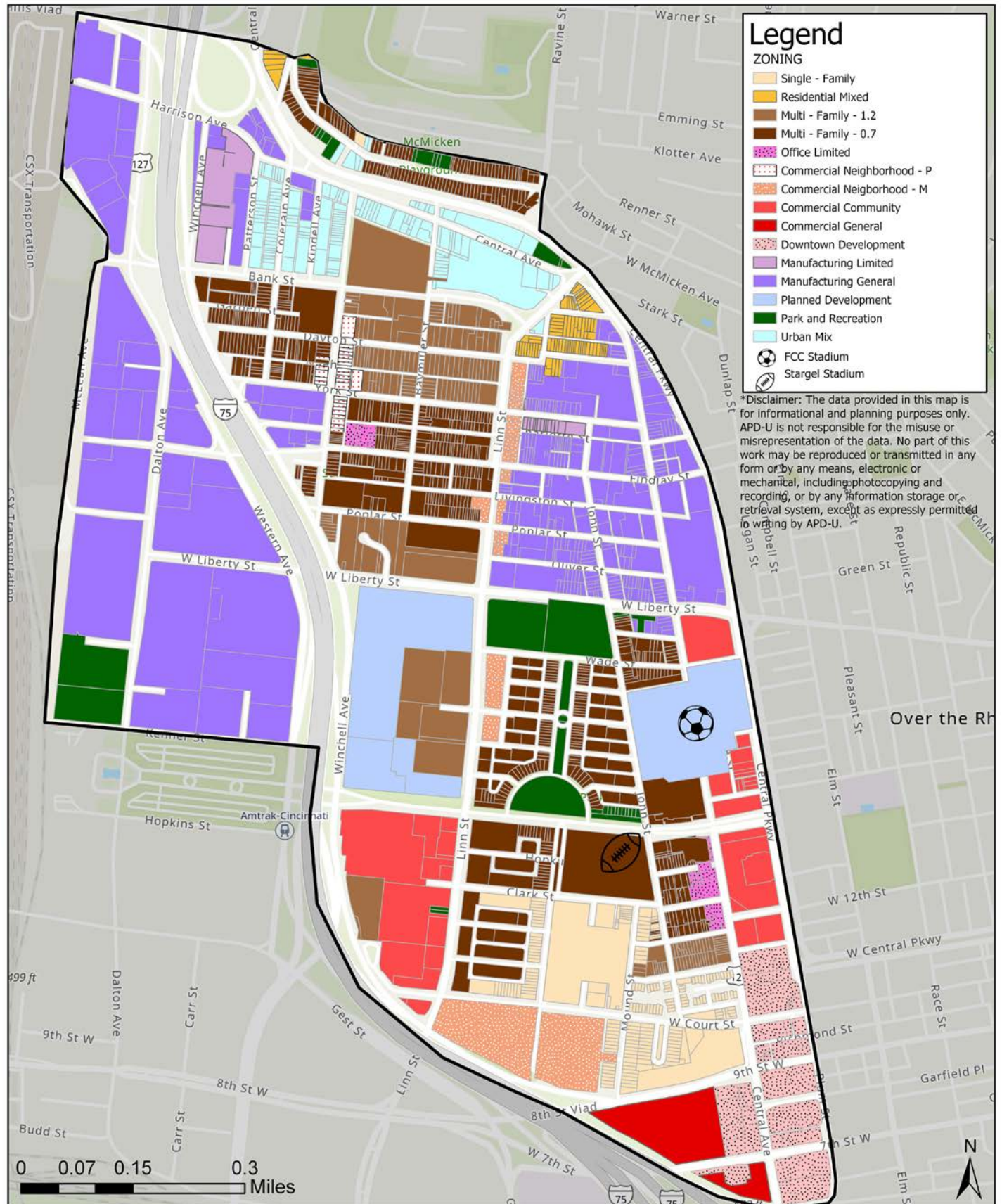
Dayton Street Protection Area: adopted in 1965, also requires review for exterior alterations.

Table 5: Zoning Summary Table

| Zoning Category | Parcels | | Acreage |
|------------------------------|---------|------|---------|
| | # | % | |
| CC-A Commercial Community | 33 | 2% | 27.4 |
| CG-A Commercial General | 2 | 0% | 8.3 |
| CN-M Commercial Neighborhood | 45 | 2% | 16.0 |
| CN-P Commercial Neighborhood | 29 | 1% | 2.2 |
| DD Downtown Development | 30 | 2% | 16.6 |
| MG Manufacturing General | 321 | 16% | 129.0 |
| ML Manufacturing Limited | 17 | 1% | 5.8 |
| OL Office Limited | 29 | 1% | 2.5 |
| PD Planned Development | 4 | 0% | 30.9 |
| PR Park and Recreation | 41 | 2% | 20.2 |
| RM-0.7 Multi-family | 815 | 41% | 75.6 |
| RM-1.2 Multi-family | 184 | 9% | 39.6 |
| RMX Residential Mixed | 84 | 4% | 4.4 |
| SF-2 Single-family | 198 | 10% | 22.9 |
| UM Urban Mix | 158 | 8% | 19.5 |
| Total | 1990 | 100% | 420.9 |

Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Figure 25: Map of Existing Zoning



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)



Community Engagement

Community Engagement is a critical component in any housing study. The lack of any community engagement can derail the best of planned development. For the West End Housing Study, the community engagement activities included community meetings, stakeholder interviews, a retention survey, and a partner ecosystem.

Community Meetings

The APD-U Team facilitated over ten (10) community meetings and presentations in concert with Design Impact from October 2018 to May 2019. The meetings were used to inform the community of project updates to determine the Housing Study vision and goals, and to gather community input and feedback. These meetings were held at the Seven Hills Neighborhood Houses and were hosted as part of the West End Community Council meetings on the third Monday of every month and the West End Housing Advocacy Meetings on the first Thursday of every month.

Community meetings allow residents to get involved in the planning process for the Housing Study. This allows them to build a community which benefits both existing and new residents.

Two important engagement activities were facilitated by the APD-U Team at the April 2019 meeting. The activities involved determining the housing vision and a mapping exercise to verify community assets. Meeting attendees were presented a working vision statement created from previous community engagement sessions, stakeholder meetings, community focus groups, and retention survey responses. When asked for feedback, the attendees approved the vision statement with minor edits. For community assets, attendees requested the removal of several churches which have either moved or closed and added the expansion of the Society of St. Vincent de Paul across Bank Street.

The opportunity for residents to give feedback and comments on the Housing Study resulted in the creation of several themes. The list of the discussed themes can be found in Figure 26. One recurring theme was the importance of building trust in the community between stakeholders, organizations, and residents. The lack of trust between all parties could present a barrier in the implementation of recommendations. Numerous residents and stakeholders voiced their concerns of displacement and gentrification in the community. They do not desire to be the next Over-the-Rhine neighborhood but instead to remain and flourish as a community with opportunities for everyone.

Stakeholder Interviews

The APD-U Team hosted two (2) rounds of stakeholder interviews to gain information on historic, current, and future housing developments in the neighborhood. These stakeholders provided a wealth of data including housing portfolio, pricing, and other real estate data.

Figure 26: Community Engagement Themes

- Trust building as the key to success
- The City's interest and willingness to be involved
- Understanding displacement is vital to success of the Study
- Current property conditions and barriers to development are deterrent to local economic growth
- Focus on predevelopment resources
- Do not want displacement and gentrification

Figure 27: List of Interviewed Stakeholders

- | | |
|---------------------------------|--------------------------------|
| • Local Realtors and Developers | • Talbert House |
| • CityLink | • City of Cincinnati |
| • The Community Builders | • Community Builder Institute |
| • Legal Aide Society | • FC Cincinnati |
| • Habitat for Humanity | • Telesis |
| • CMHA | • Birge + Held |
| • House of Hope Worship | • Touchstone Properties |
| • OTR Community Housing | • Seven Hills Community Houses |
| • POAH | • The Port |
| | • TCB |

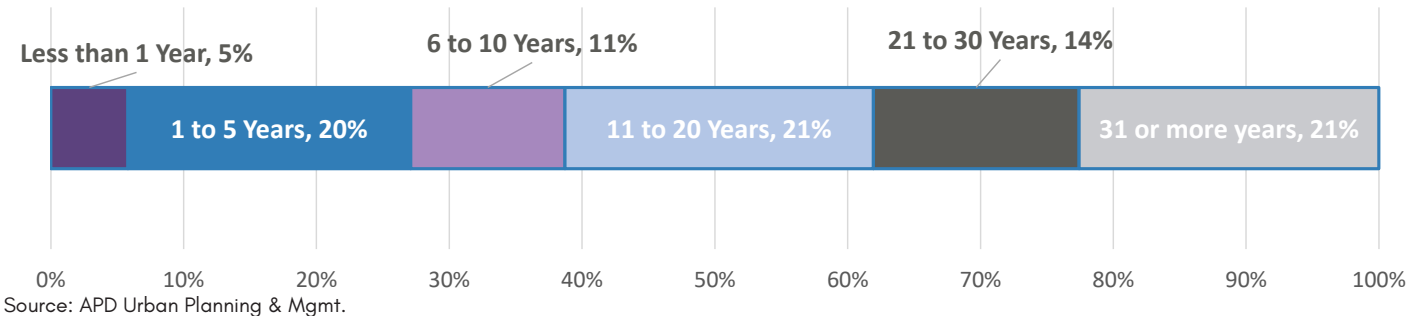
Retention Survey

To gain first-hand knowledge about displacement and gentrification from the West End community, a retention survey was distributed to residents and business owners. The 10-question survey presented a variety of questions including length of residency and propensity to remain in the neighborhood. The survey was available with paper copies made available at the Seven Hill Neighborhood Houses. Results from the survey were used to inform policy recommendations for the creation of a retention strategy.

The demographic breakdown of all 117 respondents on Figure 28 reveals that the majority (90%) are current residents in the West End. Of these residents, half were renters (53% or 91 respondents) followed by homeowners (35% or 61). Business owners represented 10% of all survey responses.

Respondents were asked to state their length of residency in the West End. The results in Figure 29 can be broken down into three categories: Legacy residents, established residents, and new residents. Most survey responders are characterized as legacy residents (37%), or those who have lived in the West End for over 21 years. The smallest category of responders are new residents (25%), or those who have lived less than 5 years in the West End. Any retention strategy recommendations must focus on both legacy and established residents to ensure a balance to improve the quality of life in the neighborhood.

Figure 29: Length of Residency in the West End

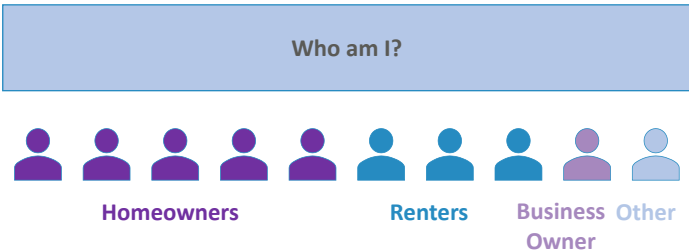


Key Findings

The average respondent was a legacy homeowner, or someone who has lived in the West End for over 21 years. The majority of respondents, whether a resident or business owner, want to remain in the West End. Recommendations for the Retention Strategy must focus on retaining legacy residents and homeowners.

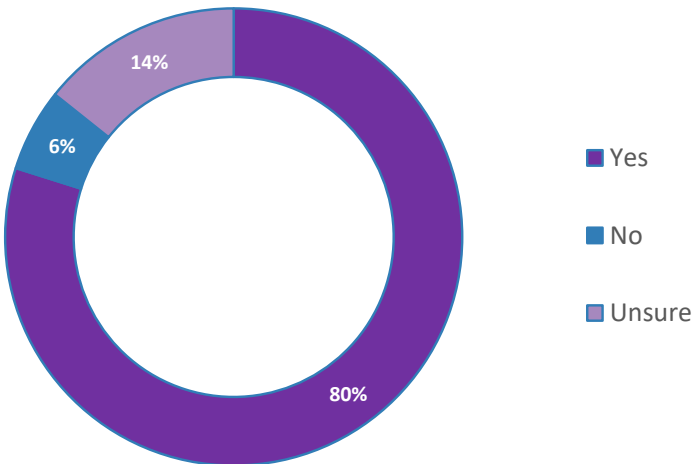
The core of the retention survey is to understand whether West End residents and business owners want to stay in the community. An overwhelming number of respondents (80%) want to remain in the West End, as seen in Figure 30. A small number of residents (6%) stated they do not want to remain in the West End, while 14% were undecided. These respondents cited lack of safety as the determining factor to not remain in the community.

Figure 28: Retention Survey Demographics



Source: APD Urban Planning & Mgmt.

Figure 30: Desire to Remain in the West End



Source: APD Urban Planning & Mgmt.

Figure 31: Overall Existing West End Challenges



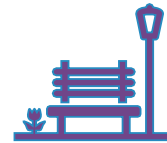
SAFETY/CRIME

- While crime rates are lower than other neighborhoods, they are still 3-4 times higher in the West End:
 - *Failure To Comply
 - *Homicide
 - *Robbery
 - *Officer Involved Shootings



LIMITED HOUSING CHOICES

- Loss of affordable units
- Need for quality price appropriate housing for higher income households
- Significant number of blighted buildings are vacant
- Rapid home value growth puts home ownership out of reach for households under \$50,000



LONG TERM DISINVESTMENT

- Large number of vacant industrial sites
- Blighted structures require major repairs from severe neglect
- Loss of support systems
- Businesses on major corridor primarily services

Figure 32: Existing West End Challenges



HOMEOWNERS

- Ability to stay in home
- Low homeownership rates
- Lack of quality price appropriate housing for sale



RENTERS

- Unfair/unjust evictions
- Rent increases at unsubsidized rental properties
- Expiration of subsidized housing units
- Lack of quality price appropriate rentals



BUSINESS OWNERS

- Increasing rents/lease terminations
- Limited/no affordable quality leasing space
- Lack of diverse business types

Housing Partners

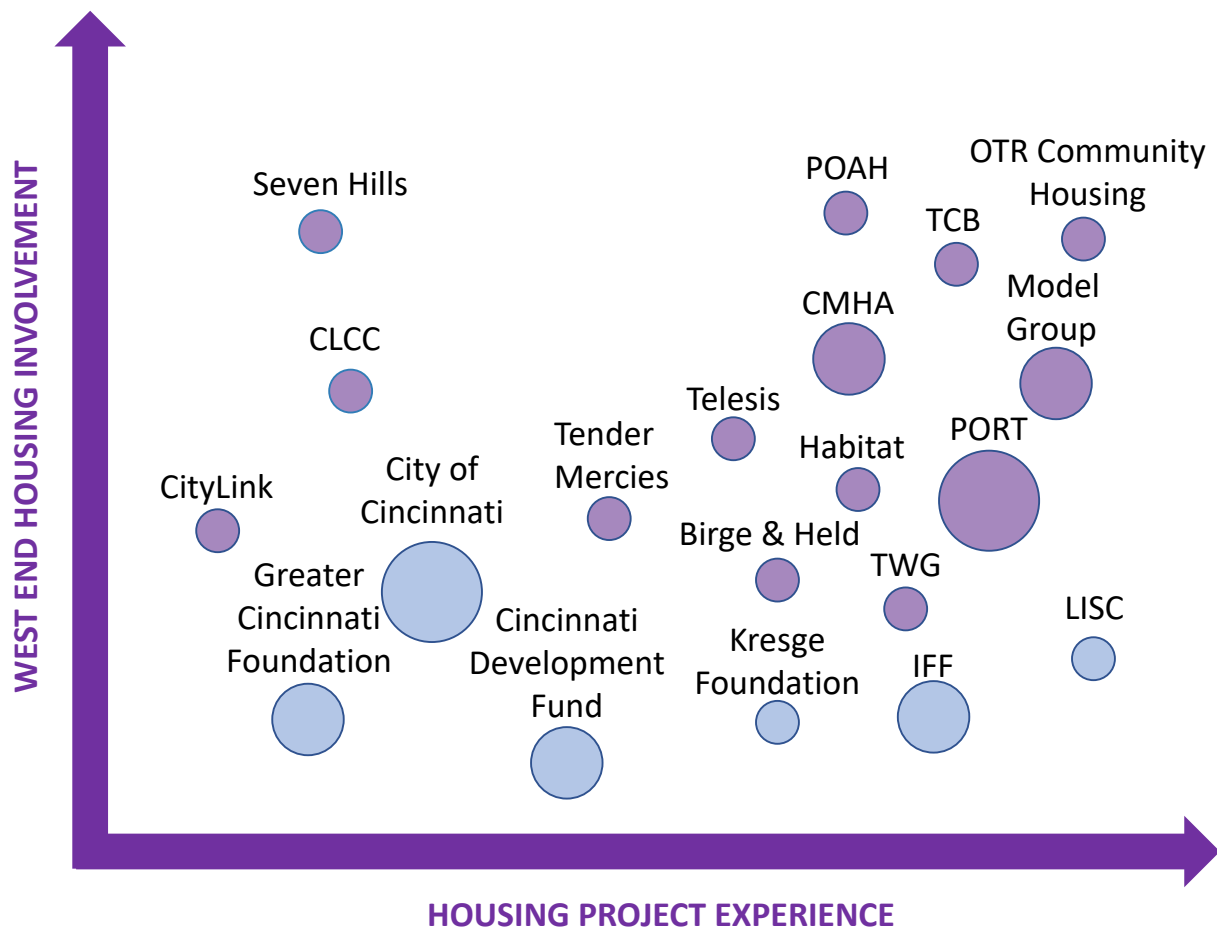
Housing related organizations in the West End housing network are shown below in Figure 33, categorized by four different subjective attributes:

- Organization Type: defined by the color of the organization “bubble”,
- Availability of Resources: a subjective value associated with available and/or leveraged resources,
- Involvement in West End Housing Issues: a subjective value that increases along the vertical axis,
- Experience in Housing Production: a subjective value that increases along the horizontal axis.

This chart is intended to illustrate the existence of organizational resources, and organization partnering opportunities. The goal is to highlight potential partnership opportunities between all organizations, and the partnerships that may be formed that complement each other’s strengths, resources, and opportunities.

This chart may also be used as a tool to reflect on an organization’s relative position and characteristics to support the production of price appropriate housing in the West End. It can also facilitate an understanding of the dynamic relationships within and between existing housing organizations. It should also be considered as a tool to facilitate deeper understanding of the local housing production network. This chart is by no means exhaustive but considered a starting point for potential West End housing partnerships.

Figure 33: West End Housing Organizational Partnership Dot Graph





Interpreting the Local Housing Market

Interpreting the local housing market is necessary to provide an intricate picture of the current housing market and potential scenarios that could impact both renters and homeowners. This section will examine a housing analysis, a housing gap analysis, and a displacement risk analysis culminating into housing production numbers. The end product will illustrate the current housing inventory in West End, what/how much housing is needed, and who needs housing most.

Housing Analysis

The Housing Analysis is a detailed inventory and breakdown of all housing units in the West End. The model was built using U.S. Census Bureau data, Existing Conditions data, and data provided by various affordable housing partners. The housing unit breakdown in Figure 32 displays an approximation of the housing supply as of December 2018.

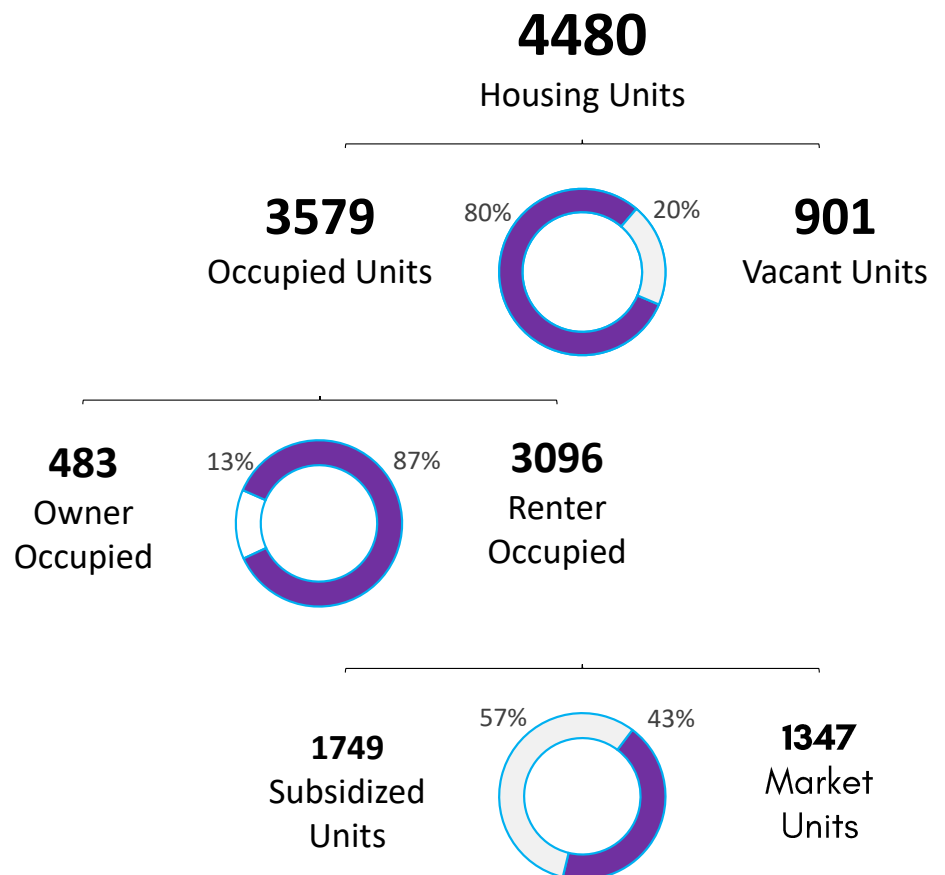
In the West End, approximately 3,579 of the total 4,480 housing units were occupied; which equates to 901 vacant units (20%). The majority of vacant housing units are in two family and multifamily structures (referenced in the Tenure section within the Existing Conditions section). The balance of occupied housing units is highly tipped toward renter occupied housing units. Approximately 3,096 of the 3,579 (80%) occupied housing units are renter occupied. A small number of housing units are owner occupied (483).

The further breakdown of renter occupied housing units reveals an almost even split between subsidized (protected) and market units. Subsidized units equate to 57% of all renter occupied housing units; or almost half of all the occupied housing units. Subsidized units are protected by a federal subsidy housing program such as Public Housing, Housing Choice Vouchers, or Section 8. These housing programs establish a set price below market value for rent payments and ensures its affordability for several years. The remaining 43% of renter occupied units are considered market rate units. These housing units are not protected and subject to rent increases as dictated by fair market values.

Key Findings

Approximately 20% of the total housing inventory are vacant units. Of the occupied units, the majority are renter occupied. There is almost a 50-50 split between subsidized (protected) rental units and market rental units.

Figure 34: Housing Vacancy, Ownership, and Subsidy Breakdown



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Housing Gap Analysis

The Housing Gap Analysis examines the matches and mismatches between a household's ability to pay for housing and the price level of available housing. The Gap Analysis outlines several assumptions to account for realistic constraints such as maximum housing payment and affordability levels.

- All Annual Median Income (AMI) ranges are in accordance to 2018 HUD Income Limits,
- All households live within their price appropriate level - they pay a maximum of 30% of their household income on housing,
- All households live in a perfect world - a household with an income of \$18,000 a year lives in a housing unit that charges less than \$470 a month, for rent/mortgage, and
- The Housing Gap Analysis is a snapshot in time - the analysis examines households and housing units, not availability.

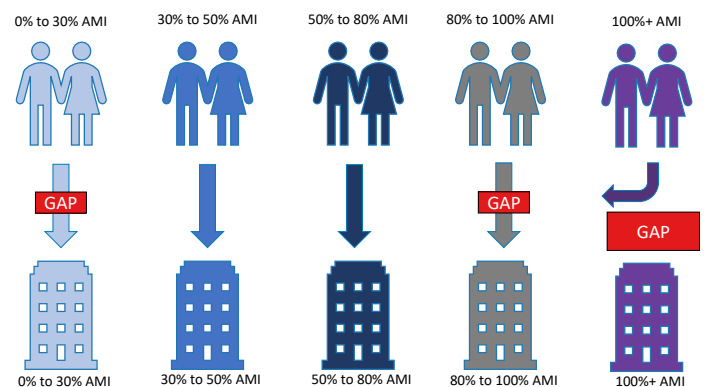
Key Findings

There is a lack of both rental and ownership units for higher income households. There is also a lack of rental units for lower income households.

The Renter Gap Analysis reveals two different dynamics – a large downward pressure and a small upward pressure as a result of a lack of rental units for extremely low and high income households, and a surplus of rental units for low to moderate income households. The larger downward pressure is occurring as there is no high end rental market in the West End that is price appropriate for higher income households with annual incomes of \$50,000 or greater (80% AMI and above). This indicates that these households can afford to spend more than their price appropriate level of \$1,253 per month, yet there is not a sufficient supply of rental units and these households rent well below their ability, or below 30% of their gross income, creating the downward pressure on lower income households. The small upward pressure exists as there is a shortage of price appropriate rental units for those households with annual incomes of \$18,800 or less (30% AMI and below), indicating that these lower income households are likely paying more than their \$470 month, or greater than 30% of their income on housing cost.

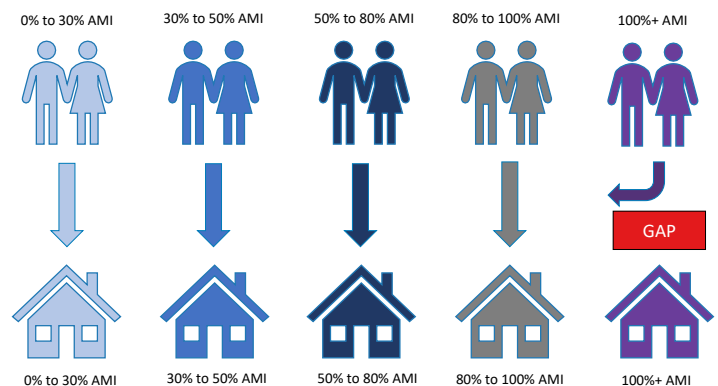
The Ownership Gap Analysis indicates a large downward pressure resulting from a lack of homes priced at higher levels to support higher income households with incomes of \$56,000 or more (100% AMI and above). While they may be able to afford their price appropriate cost of \$1,253 per month on housing, these higher income households purchase well below their ability to pay, reducing homebuying options for lower income households. The result of this pressure is a number of West End homeowners are likely cost burdened or paying more than 30% of their household income on housing costs.

Figure 35: Renter Occupied Gap Analysis



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Figure 36: Owner Occupied Gap Analysis



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Displacement Risk Analysis

The Displacement Risk Analysis uncovers the potential displacement of existing residents in the West End if no housing policies or programs are created to support existing residents. The Displacement Risk Analysis outlines several assumptions to ensure accuracy in the categorization of displacement:

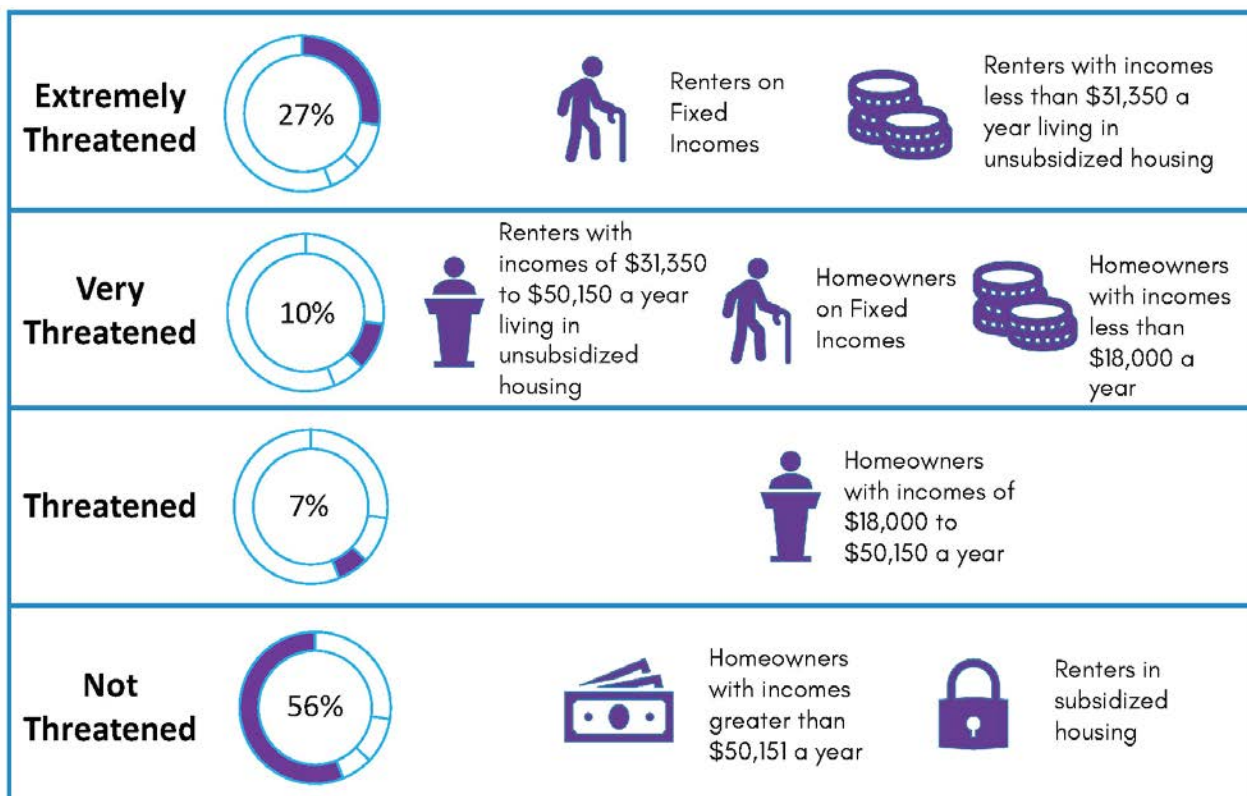
- A snapshot in time - The Displacement Risk Analysis is based on 2017 U.S. Census data and housing data provided by housing partners,
- Subsidized renters are included - Those renters living in subsidized units are included under the “Not Threatened” category due to their protected housing status,
- Single variable analysis - The Displacement Risk Analysis only considers the housing analysis above. It does not account for demographic trends, current real estate market forces, nor the expiration of subsidized units.

All households in the Threatened categories live in market rate units (or non-subsidized units). They are prone to potential increase in rents and costs of ownership. The Extremely Threatened group, which account for 27% (984) of all households in the West End, would be the first group for potential displacement from the community. These households are all renters and would not be able to withstand major shocks to rents due to very low/fixed household incomes (less than \$31,350 a year).

If nothing is done and if no policy or recommendations are implemented, then the risk of displacement could exponentially increase with the expiration of subsidized rental units.

At the other end of the potential displacement spectrum are those in the Not Threatened category. These include renters in subsidized units and both renters and homeowners with high household incomes (over \$50,151 a year). These households either live in a protected housing unit or have the incomes to withstand major changes to their household housing costs.

Figure 37: Displacement Risk Analysis



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

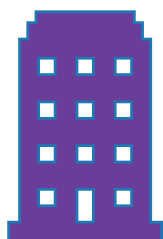
Housing Production Numbers

The Housing Production Number aims to solve the current housing needs in the community through new construction and rehabilitation of vacant, existing structures. These production numbers are a starting point to get decision makers, housing partners, and stakeholders to begin conversations on strategies, programs, and fundraising to meet these goals. The housing production numbers are separated into two categories each targeting a specific housing need in the West End. The first set of housing production numbers addresses the current demand dilemma outlined in the Housing Gap Analysis. The second set of housing production numbers tackles the potential displacement scenario as shown in the Displacement Risk Analysis.

Housing Production #1 – Meet the current need for housing

This scenario aims to increase the total housing supply by 659 units. Rental units will be increased by 17%, or by a total of 511 units. All rental units created in this scenario should be price appropriate for households at or below 80% AMI to meet the current need of West End residents. Ownership units will be increased by 31%, or 631 units. These ownership units will be market rate units, or price appropriate for households above 100% of AMI, to meet the current need of West End residents.

The goal of this scenario is to meet the housing need of current residents and reduce both the upward and downward pressure currently exhibited. Increasing the number of market rate ownership units will alleviate the current and potential future downward pressure currently exhibited. Increasing the number of rental units that are price appropriate for households at or below 80% of AMI will alleviate the current upward pressure currently exhibited. A potential side effect of completing this scenario is a decrease in the number of households that are cost burdened due to the expansion of price appropriate rental housing.



Rental Units

- 456 units for households at or above 80% AMI
- 55 units for households at or below 50% AMI

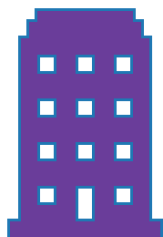


Ownership Units

- 148 units for households at or above 100% AMI

Housing Production #2 – Meet the potential displacement need for housing:

This scenario tackles the need for housing to avoid the potential displacement of West End residents. The total housing supply will be increased by 869 units. All units in this scenario are rental units that should be price appropriate for households at or below 50% of AMI. Under this scenario, the risk of displacement for renters in the Extremely Threatened and Very Threatened categories could be mitigated, all other factors being equal.



Rental Units

- 869 low income rental units at or below 50% AMI

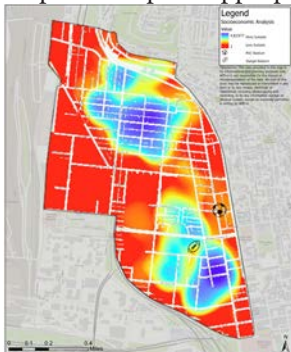


Crafting a Housing Framework

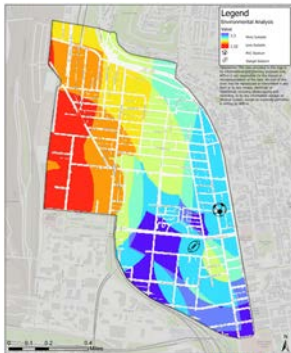
The West End Housing Framework combines the Decision Making process and the Urban Framework to guide recommendations in identified Catalytic Project Areas. The Decision Making process combines Existing Conditions data to identify areas suitable for the development of price appropriate housing. Areas most suited for the development of price appropriate housing are identified as Catalytic Areas of Opportunities. The Urban Framework combines all of the above in a visual guide as how and where to implement the recommendations in a neighborhood context.

Decision Making

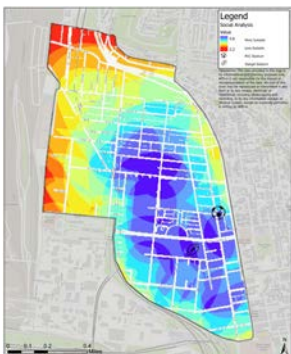
The Decision Making Matrix tool begins with a Location Suitability Analysis of the West End by incorporating spatial existing condition data. This map is the product of a set of Socioeconomic, Environmental, and Social factors extracted from the Background section and Interpreting the Local Housing Market section of this Study. A synthesis of this analysis results in the Location Suitability Map (Figure 38), which identifies potential development sites that are least likely to result in displacement and are most suitable for development of price appropriate housing.



Socioeconomic Factors estimate the influence of conditions that present an opportunity for affordable redevelopment such as vacant lots and buildings in blighted condition.



Environmental Factors look at conditions that impact an individual's health such as a parcel's proximity to brownfields.



Social Factors examine factors such as access to public transportation and proximity to parks, schools, and police stations.

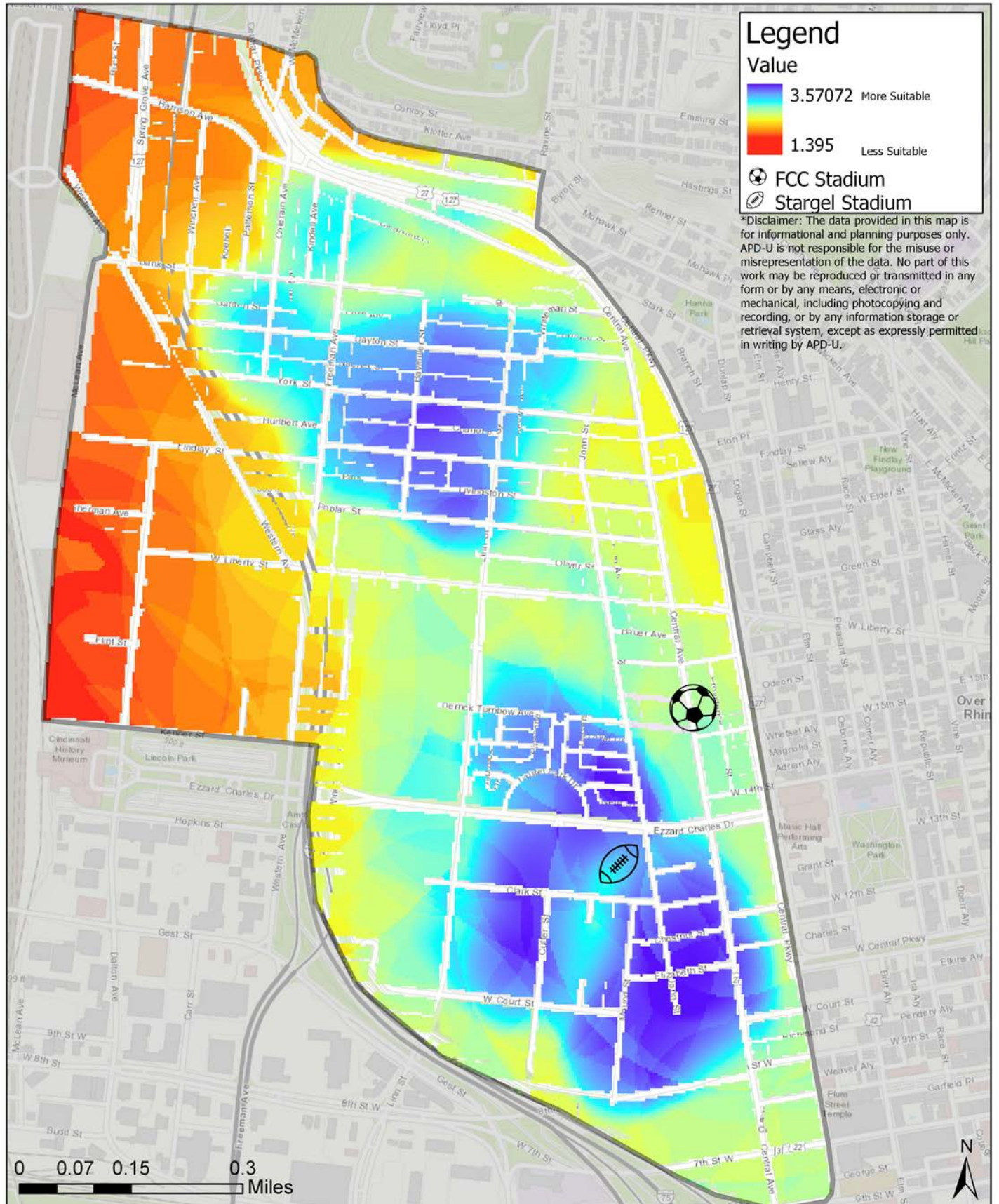
Location Suitability Analysis

To obtain a more comprehensive assessment, these three (3) analysis were combined into one robust examination process. The final suitability analysis shows that high suitability increases the likelihood of successful development of price appropriate housing. Low suitability areas indicate high potential for displacement and/or developmental risks and constraints.

Catalytic Areas of Opportunity

The results of the Location Suitability Analysis begin to identify areas with concentrations of high suitability for the development of price appropriate housing while minimizing displacement of existing residents. Using the results of the Location Suitability Analysis, the Project Management Team along with the APD-U Team facilitated various scenarios to identify four (4) potential Catalytic Areas of Opportunity.

Figure 38: Location Suitability Analysis



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Catalytic Area 1 – Laurel Park Drive Redevelopment

The Laurel Park Drive Redevelopment area is bound by Ezzard Charles Drive to the south, Linn Street to the west, W. Liberty Street to the north, and John Street to the east. The area is primarily residential.

STRENGTHS

Located in close proximity to existing buildings that are in good condition which creates a stable area for new housing products. Project on major thoroughfare gives it visibility.

WEAKNESSES

Increase demand for parking in conjunction with game days. Increased traffic in the surrounding area.

OPPORTUNITIES

Proximity to the FCC Stadium makes any project more marketable. Projects can also take advantage of the upcoming transportation improvements to specific streets surrounding the stadium.

THREATS

Perception of displacement may not be mitigated through the development of a market-rate only housing development.



| Total Parcels | Vacant Lots | Good Condition | HO | Blighted Property |
|------------------|----------------|-------------------|----|----------------------|
| 420 | 155 | 160 | 32 | 43 |

Catalytic Area 2 – Artist Lofts Redevelopment

The Artist Loft Redevelopment area is roughly bound by Winchell Avenue to the west, Clark Street to the south, Linn Street to the east, and the northern parcel boundary for the properties facing Ezzard Charles Drive to the north.

STRENGTHS

Port partnership with current property owners would be a strength for the redevelopment of the area. Surrounding uses are mostly in good condition.

WEAKNESSES

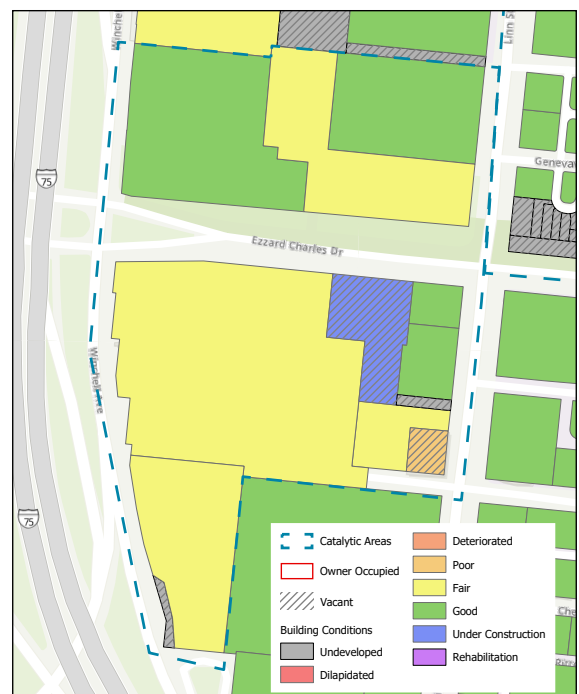
Businesses on the Linn Street corridor need technical assistance with improved design and uses.

OPPORTUNITIES

Ability for the Port to guide the redevelopment of major sites with potential to influence another. Institutional uses and public services surrounding the site on north and south of the site provide stability.

THREATS

Inability of Arts Apartments owner to redevelop property in an intended manner.



| Total Parcels | Vacant Lots | Good Condition | HO | Blighted Property |
|------------------|----------------|-------------------|----|----------------------|
| 11 | 3 | 4 | 0 | 1 |

Catalytic Area 3 – East Loft Redevelopment

The East Loft Redevelopment area is bound by W. Liberty Street to the south, Linn Street to the west, and Central Parkway to the east.

STRENGTHS

Number of contiguous vacant lots allows for an opportunity to redevelop sites for multi-family housing. Large vacant industrial sites could provide opportunities for adaptive reuse.

WEAKNESSES

There are few homeowners in this catalytic area. Industrial sites may be contaminated and require cleanup for redevelopment of housing. Zoning may be an impediment to the redevelopment of specific sites for only residential uses.

OPPORTUNITIES

Proximity of site to Findlay Market would allow housing products to be more marketable, and in close proximity to amenities.

THREATS

Expansion of industrial uses or overflow of commercial activity and traffic from FCC site.



| Total Parcels | Vacant Lots | Good Condition | HO | Blighted Property |
|------------------|----------------|-------------------|----|----------------------|
| 384 | 192 | 46 | 31 | 71 |

Catalytic Area 4 – West Liberty Redevelopment

The West Liberty Redevelopment area is roughly bound by W. Liberty Street to the south, Freeman Avenue and Colerain Avenue to the east, Bank Street to the north, and Baymiller Street and Linn Street the west.

STRENGTHS

Number of vacant lots allow for an opportunity to redevelop sites for housing. The redevelopment of the Stanley Rowe site is also a strength of this catalytic area. Recent and previous building permits show renovations being done in this specific catalytic area by property owners.

WEAKNESSES

There are few homeowners in this catalytic area. Industrial sites may be contaminated and require cleanup for redevelopment of housing.

OPPORTUNITIES

In-fill housing encompassing range of price appropriate housing. Potential housing can be single family or multi family.

THREATS

Speculators continue driving the price up for vacant lots and homes. Lack of concrete comparables is also a potential threat.



| Total Parcels | Vacant Lots | Good Condition | HO | Blighted Property |
|------------------|----------------|-------------------|----|----------------------|
| 454 | 159 | 169 | 66 | 51 |

Urban Framework

Generally housing studies are prepared as data driven documents that lose sight of the neighborhood context. For the West End Housing Study it is important that its findings serve as an intervention strategy designed to stabilize a community that has experienced years of disinvestment, while encouraging redevelopment that minimizes the displacement of existing residents who desire to remain in the West End. This Framework serves as a guide and visual representative of how development should occur geographically within the West End guided by the project vision of providing price appropriate housing, while celebrating its history, through preservation, and encouraging economic growth. The West End Urban Framework was created through the study of a variety of aspects that affect the West End:

| Previous Plans | Existing Conditions | Upcoming Projects |
|--|---|---|
| Several of the previous plans reviewed for the West End Study include: <ul style="list-style-type: none"> • 2012 Plan Cincinnati • 2004 West End Comprehensive Plan • 2015 Dayton Street Guidelines • 1982 The Betts - Longworth Historic District | The existing conditions analysis informs opportunities for the implementation of the vision for the community. This includes: <ul style="list-style-type: none"> • Areas of preservation • Underutilized vacant lots • Opportunities for redevelopment of existing buildings | Upcoming projects helps identify future change to leverage the creation of price appropriate housing. These projects include: <ul style="list-style-type: none"> • Improvements to corridors • Upcoming mixed use projects • Opportunities to celebrate the community - gateways |

From this review, the West End Urban Framework has been created to guide the future redevelopment of the West End, identifying three major guiding principles:

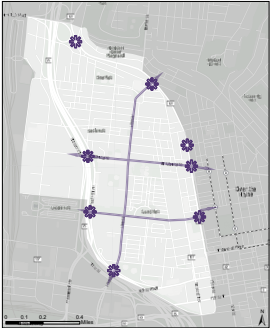


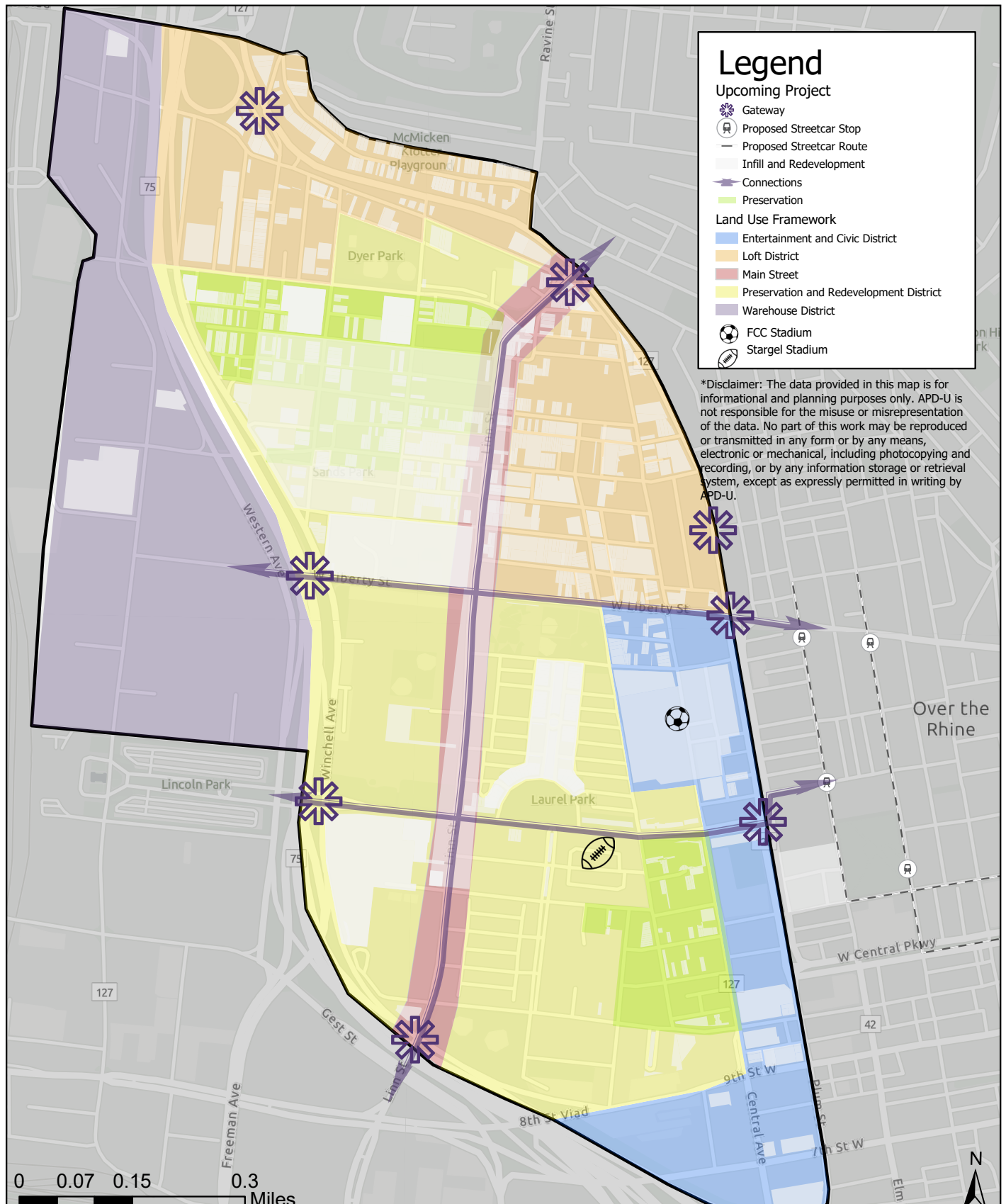
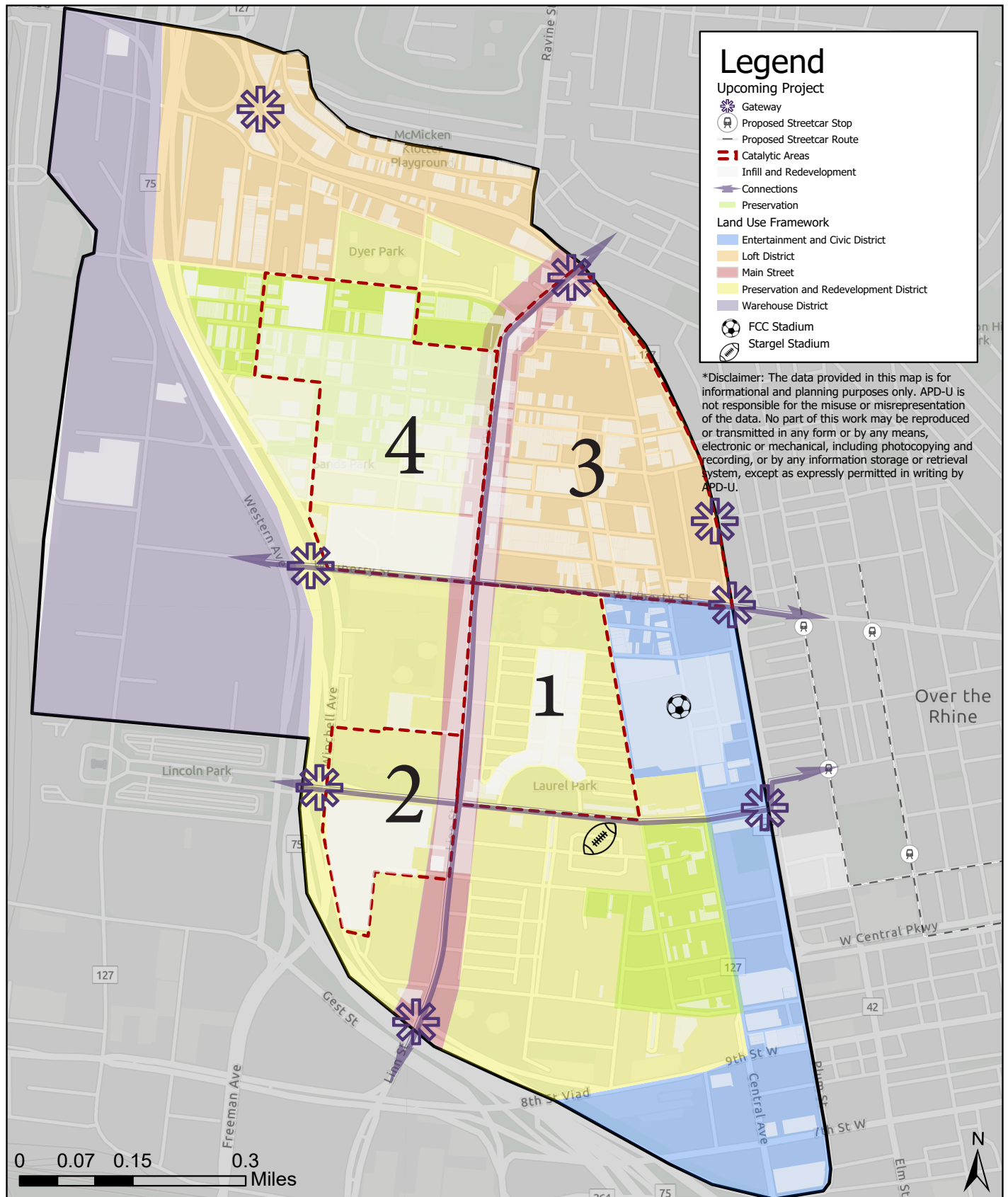
- 
- Connections:** Affordability is highly affected by a resident's ability to access adequate transportation, and goods and services that allow them to thrive within their community. The Study identifies three major corridors (Linn Street, Liberty Street, and Ezzard Charles Drive) that should provide accessibility to areas of the community that are high activity centers as well as provide connectivity to areas in the broader Cincinnati areas. Connectivity also directly impacts the area's economic growth, as increased pedestrian and vehicular traffic bring more clientele to areas of activity. Other land use considerations for additional connectivity:
 - Encourage development that follows the historic grid system already established within the community, even in larger developments.
 - Develop gateways as points of entrance into the community, where its history can be celebrated and a visitor knows that they have arrived to the community.
 - Stimulate the creation of complete streets, with adequate sidewalks, street trees, and signage.
 - Preservation:** A price appropriate urban framework should identify areas of the community that should be preserved as the area redevelops. This includes properties that are within the two historic districts of West End, educational facilities, parks, public services, and local institutions.
 - Cohesiveness:** Land use considerations are important when trying to create a community that has compatible uses against residential property. Guided by the West End Comprehensive Plan, the Study identifies five (5) areas of development:
 - Entertainment and Civic District: Area where the new FCC Stadium is under construction, containing many of the civic buildings that are an extension to Downtown Cincinnati. This area includes commercially zoned parcels on the southern portion of the community.
 - Loft District: Two areas of West End where industrial buildings have been identified for future mixed use development. Careful consideration should be given to the existing zoning of these areas, to ensure that it allows residential.
 - Main Street District: Encourages the introduction of neighborhood commercial in underutilized and vacant property.
 - Preservation and Redevelopment Districts: Areas of West End that are primarily residential, with some neighborhood commercial services, and institutional uses. These areas are seen as the highest opportunity for affordable housing redevelopment.
 - Warehouse District: Encourages the preservation of the existing warehouses to the west of I-75.
- 


Figure 39: West End Urban Study



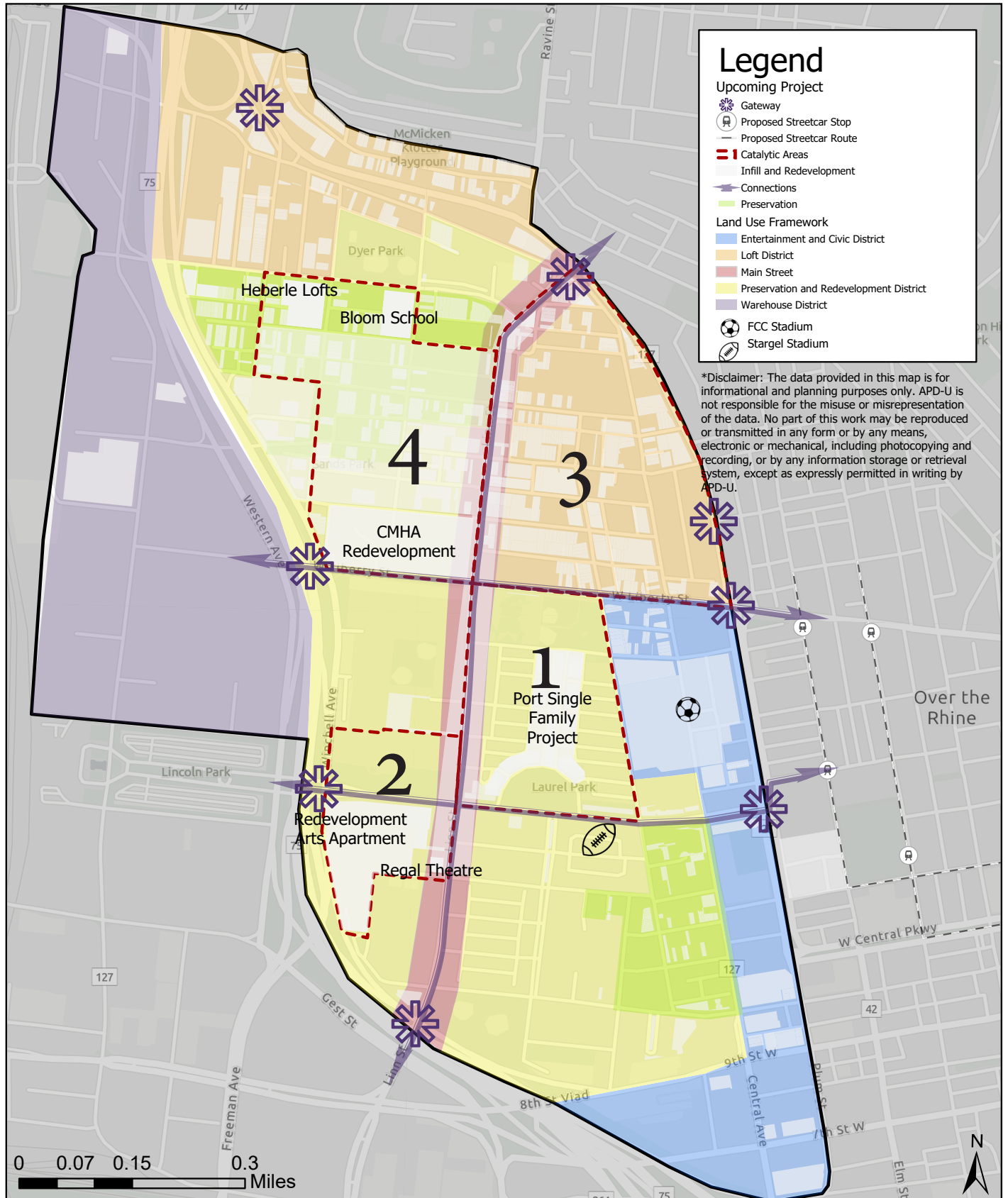
Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Figure 40: West End Urban Study with Catalytic Areas of Opportunity



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

Figure 41: West End Urban Study with Catalytic Areas of Opportunity and Current/Proposed Projects



Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)



Implementing the Housing Study

Prior to the commission of the West End Housing Study, a Memorandum of Understanding (MOU) was memorialized by the Port and Seven Hills Neighborhood Houses, which establishes the foundation for the implementation of several of the Study Recommendations. By entering into the MOU, the Port and Seven Hills agree to continue ongoing efforts to educate and inform of each other and other stakeholders of opportunities and resources to encourage successful homeownership and real estate investment in the West End, and identifies the West End as a Port Focus Neighborhood, with net proceeds of sales of properties reinvested in the West End. More importantly, the MOU guides both parties' development and redevelopment efforts so that they are consistent with WE Speaks Plan and West End Housing Study Recommendations outlined here.

West End Housing Study Recommendations

An analysis of the West End's challenges and opportunities - including an extensive data analysis of existing conditions, housing market data, review of existing plans and studies, stakeholder and community meetings, and Project Team input - led to a set of implementable recommendations constructed to reinforce the housing vision and goals of the West End Housing Study. The Recommendations also align with the Housing goals found in the WE Speaks Plan and were crafted to support sustainable and equitable housing development in the West End.

Assumptions

- Protecting existing residents from displacement is important to preserving the history and culture of the neighborhood.
- Quality, safe and price-appropriate housing options are necessary to retain existing residents and attract new families.
- Trust building, transparency among partners is vital for the success of coordinated efforts.
- A concerted effort by all parties will be necessary to break down the cultural bias and negative perceptions that have built up over time.

There are seven (7) overarching recommendations for the West End Housing Study:

1. Recognize Seven Hills Neighborhood Houses as the lead Community Development Corporation in the West End
2. Protect low-income residents from displacement by directing them to existing resources and increasing their access to opportunities.
3. Stabilize the community through preservation of existing housing stock.
4. Encourage investment and redevelopment in identified Areas of Opportunities (Catalytic Areas).
5. Encourage economic mobility strategies that advance local job creation, business retention and attraction, and celebration of cultural and historical assets.
6. Develop innovative partnerships for capacity building and long-term financing
7. Create West End Annual Housing Report Card for tracking progress, accountability, programmatic updates and funding application.

Memorandum between Seven Hills Neighborhood Houses and The Port establishes the foundation for the implementation of some of the West End Housing Study Recommendations.

Recognize Seven Hills as the Lead CDC in the West End

One cohesive lead community development organization ensures credibility and builds trust both within and outside the community.

Having a community speak with one “voice” is extremely powerful. It doesn’t mean that everyone has to have the same opinion, but it does mean that there is one single unified public message. This is particularly important when a community is advocating for change. Seven Hills Neighborhood Houses has existed as a foundational community asset in the West End since 1945, providing holistic services and programs to individuals and families in the community. In 2015, it earned status as the lead Place Matters agency and the CDC of the West in partnership with LISC. They also became the managers of the Community Land Cooperative of Cincinnati (CLCC) in 2017, taking over management of one of the oldest community land trusts in the country, and in 2018, they executed the MOU with the Port to strengthen their partnership in housing and economic development.

New

- **Seven Hills Neighborhood Houses (SHNH), the Port and West End Community Council work together to improve the quality of life for West End residents as outlined in the Community Benefits Agreement and the MOU;**
- **SHNH will serve as the clearinghouse for information on opportunities and resources that encourage successful homeownership and real estate investment in the West End and for the West End Housing Improvement Fund;**
- **SHNH will continue as manager of CLCC (land trust);**
- **SHNH will review Port acquisitions and disposition of properties in the West End;**
- **SHNH will have first opportunity to contract with the Port for maintenance of land bank properties;**
- **SHNH will have opportunity to partner with the Port and other developers on real estate development.**

Protect Residents from Displacement

Why

- 74% of West End residents are currently at some risk of displacement.
- Limited housing options for families with annual household incomes under \$18,000.
- 41% of West End renters pay more than 30% of their monthly income for housing expenses.
- More than half of West End rental units are unprotected from market rate increases.
- Unfair and unjust evictions create serial displacement.

Protect West End low income residents from displacement by increasing access to existing resources and opportunities.

A survey was conducted with residents to gain first-hand knowledge of the displacement challenges facing residents in the West End. Major home repairs on older homes and unexpected/sharply increased property taxes threatened homeowners' ability to remain in their homes, especially those homeowners on fixed incomes and households with annual incomes less than \$50,000. The unbalanced rate of unfair/unjust evictions also have the potential to create serial displacement, or repeated moves, particularly in lower income neighborhoods like West End. Evictions in the West End decreased from 460 in 2014 to 350 in 2015, but have been on the rise every year since, almost back to their 2014 rate in 2017 at 434. While 47% of West End rental units are currently subsidized, with no plan in place for long term protection of these units, the potential displacement increases exponentially with the impending expiration of these 1,749 subsidized units.

Constraints

Measuring actual displacement is not always straightforward and has many causes that may make it difficult to quantify. It will be important to clearly define how displacement should be measured.

Best Practices #1 : Multi Approach Anti Displacement Program

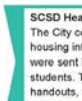
The City of Syracuse Department of Community Development devised a multi approach strategy to combat displacement of residents. Roughly 25% of Syracuse residents move at least once a year. Frequent forced moves have damaging financial and health impacts on both residents and neighborhoods.

The multi approach strategy focused on improving housing quality, reducing evictions, and connecting residents with resources.

Source: City of Syracuse Department of Community Development, 5-Year Consolidated Action Plan.



Bureau of Administrative Adjudication (BAA)
The BAA was established by local law in 2017 to adjudicate property code violations. It allows the City to improve compliance with property codes by issuing tickets and levying fines and penalties against property owners that have unresolved property code violations. The BAA is launching in April 2019.



SCSD Healthy Housing Information Campaign
The City conducted a campaign to connect parents to housing information and resources. Housing packets were sent home with almost 11,000 SCSD elementary students. They included safe and healthy housing handouts, free smoke detector information, and Code Enforcement resources.



Eviction Prevention Case Management
The Department of Neighborhood and Business Development conducted a pilot program with the Syracuse Housing Authority (SHA) and Clinton Plaza Apartments, in which proactive intervention is conducted when tenants are within days of falling behind on their rent. Case workers initiate contact with tenants and coordinate with the landlord to get them back on track and avoid eviction. In the pilot, eviction petitions have been reduced by 75% at SHA, and Clinton Plaza Apartments has saved over \$100,000 in eviction and turnover costs. The City is working to expand this program to other complexes.



Startup in Residence (STIR): Crowdfunding for Emergency Housing Expenses
The City is working with Vite Labs, a blockchain startup company, to create a crowdfunding platform that allows community members with financial means to contribute money to a pool, that residents-in-need can access to cover emergency housing expenses. Donors receive SyraCoins for contributing, which can be redeemed at participating local businesses as coupons.



Healthy Housing 101
In partnership with the Greater Syracuse Land Bank, the Division of Code Enforcement has started hosting annual Healthy Housing 101 events, in which inspectors lead tours through a house and point out common health and safety issues. These open house style events target service providers, tenants, and landlords, and aim to educate them on housing quality. The first event was hosted in 2018 and had over eighty attendees with a 100% satisfaction rate. The next event will be June 7, 2019 from 11am - 2pm.



Proactive Rental Registry Inspections
It is estimated that only 30% of rental properties are registered with the City, and may not be up to code. The City has started proactively reaching out to rental property owners to register them. Property owners and tenants are notified of their scheduled inspection at least one month in advance. If the owner cannot make their assigned inspection time, they can reschedule. During its pilot phase, this program resulted in interior inspections of 67% of properties contacted. Of those, 67.5% passed their inspections on the first try.

Current

- **Continue/enhance SHNH West End Housing Resource Meeting;**
- **Outreach program to increase use of exemptions and tax abatements;**
- **Continue/enhance the West End Business Alliance;**
- **Continue and encourage expansion of AHA tenant protection efforts;**
- **SHNH to continue exploration of property tax fund programs to limit property tax increases.**

New

- **SHNH to create and maintain a Displacement Risk Database;**
- **Assist SHNH to enhance use of innovative eviction assistance programs to reduce the number of evictions;**
- **Explore renter equity program to stabilize low-income legacy renters;**
- **Promotion of greater voucher accessibility;**
- **Facilitate transfer of subsidized units to new multifamily units to maintain affordability;**
- **Strengthen current Landlord Education Program through additional tax abatements and other incentives;**
- **Support creation of tenant protection ordinances.**

Best Practices #2: Westside Anti-Displacement Tax Relief Fund

The Tax Fund was established to finance net increases in homeowners' property taxes due to redevelopment adjacent to 4 Westside neighborhoods. Impacted residents must have annual household incomes at or below 100% AMI, and reside in the home prior to start date to be eligible.

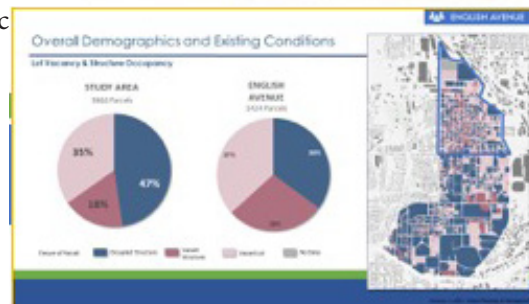
Key Components:

- Strong Community Outreach
- Program administration established and adjusted as needed
- Supplemental services provided to ensure homeowners take advantage of all opportunities afforded to them to remain in their homes

The Problem: Increased property taxes to homeowners, creating risk of future potential displacement.

Funding Source: Westside Future Fund (philanthropic contributions)

The Cost: \$5 Million



Source: Westside Future Fund; APD Urban Planning and Management.

Stabilize housing stock in the West End

Why

- 56% of residential structures are vacant and/or unoccupied, with a significant number of two-family and multifamily structures in blighted condition.
- One third of all West End parcels are vacant and concentrated, indicating pockets of disinvestment.
- 30% of survey participants expressed dissatisfaction with interiors of their rental units.

West End residents feel very strongly about creating a safe neighborhood and reducing the criminal element in the neighborhood. Some crime prevention can be addressed through environmental design by reducing those natural barriers that exist that could serve as hiding spots for criminals such as tall fences. Crime prevention through environmental design (CPTED) is a method used to reduce criminal activity and promote safety by altering the environmental design of a community. It encourages open spaces, controlled access, opportunities to see and be seen and encourages the regular maintenance of the neighborhood.

Findings from the Existing Conditions Analysis indicates very little blight overall in the West End. However, safety concerns have been expressed on those areas or blocks where there are blighting influences on otherwise stable blocks, thus it will be important to stabilize those areas or blocks to stagnate any further decline. Approximately 20% of residential structures are vacant or unoccupied, primarily concentrated in the northern portion of the neighborhood with a significant portion in blighted condition. The Existing Conditions Analysis also revealed one third (36%) of all West End parcels were vacant lots, signaling pockets of disinvestment. Although scattered throughout the West End, some vacant lots are contiguous and may represent opportunities for immediate housing stabilization initiatives.

Stabilize the West End through preservation of existing housing stock.

Supporting existing residents through deliberate renovation of existing occupied homes will help residents correct code violations and at the same time also help stabilize the neighborhood. Seven Hills currently has in place an existing homeowner rehabilitation program with a budget of \$100,000 but will need additional funding to serve the owner occupied homes identified in fair to deteriorated condition. Thirty percent (30%) of the renter respondents on the Retention Survey expressed dissatisfaction with the interiors of their units, while the Existing Conditions Analysis demonstrated 22% existing multifamily units are in blighted condition (exterior observation only). A targeted rehab program for responsible rental property owners will also help stabilize the neighborhood, given that 69% of housing units in the West End are rental units. This also includes a strategic coordinated effort with owners of subsidized rental units to facilitate the use of Rental Assistance Demonstration funding to renovate key properties.

Preserving existing housing stock in the West End must also include a sustainable strategy to address preservation of affordable or price appropriate housing. It is important to preserve those units at risk of loss of affordability due to market pressures (naturally occurring) and expiring subsidies. This type of preservation strategy can include preserving resources, preserving residents' access to a number of units and/or preserving rents at a certain below-market level.

Constraints

Developing a sustainable strategy to preserve both subsidized and market-rate affordable housing units in the West End is a long-term strategy that will a coordinated effort by all partners that should include mission-driven owners, access to equity and financing to make needed renovations, and incentives to encourage owners to keep rents below market levels in order to minimize displacement. It will be equally important to ensure that quality, for-sale ad rental units are available for higher income households in order to alleviate the downward pressure that creates the cost burden on lower income households.

Current

- **SHNH to continue working with Code Enforcement and create user friendly policies for home maintenance;**
- **SHNH to strengthen partnership with Cincinnati Tool Bank to create local Rehabbers' Network;**
- **SHNH to enhance CLCC by offering lease/purchase option with homeownership counseling or/and technical assistance;**
- **Support fundraising efforts for West End Home Improvement Fund.**

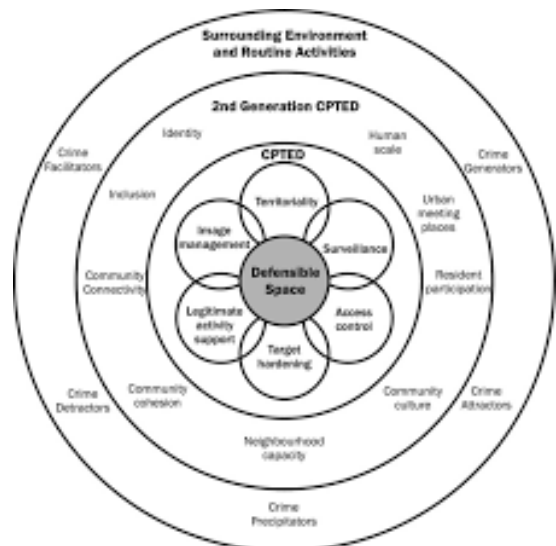
New

- **Create Housing Preservation Policy;**
- **Implement basic CPTED program, and include cohesion, connectivity, culture, and capacity building;**
- **Use Suitability Analysis and Urban Framework to identify areas for housing preservation initiatives;**
- **Identify mission driven owners interested in making improvements and keeping properties affordable;**
- **Create and sustain multi-disciplinary safety partnership to identify issues and develop collective coordinated solutions;**
- **Work with CMHA to increase subsidy level for vouchers.**

Best Practice: Second Generation CPTED Program

In the 1980s in El Cajon, California, downtown storefronts were boarded, businesses had difficulty maintaining a customer base and surrounding neighborhoods were in despair. In response, and as part of a MetLife Foundation Award winning partnership, El Cajon CDC organized a Community Enhancement Committee of local businesses, social services providers, police and other city departments. As part of this initiative, the city formed a Design Review Commission to review all proposed development projects for the area. In phase one, property managers and owners attended an eight-hour training course that addresses safety-related issues such as residents selection, eviction and Crime Prevention through Environmental Design (CPTED). In phase two, a Community Police Officer does a walk-through of each property to assess physical security and make suggestion to increase safety through the application of CPTED principals.

Source: International CPTED Association



Encourage investment in Areas of Opportunity

Why

- Current and proposed projects are underway without planned coordinated strategy.
- Concentrations of contiguous vacant lots indicate pockets of disinvestment over time.
- Current zoning does not match character and existing fabric of community.

The potential impact of any investment will be important in maintaining the character and historic aesthetics of the West End. Design and construction principles should be established to ensure any rehabilitation or new construction projects are done in a manner that enhances the image of the local neighborhood. These principles should set a high standard for design and construction materials to ensure a quality product, but flexible enough to cover the disparate nature of each of the Catalytic Areas of Opportunity. A Pattern Book/Design Guidelines would serve as a guide for existing and new development in the West End and will create a vibrant, safe and walkable neighborhood while developing a sense of place and continuity with the history and culture of the community. The Urban Study also identifies areas of connectivity that will require infrastructure and commercial investment to spur additional housing development, including gateway features at key entry points into the West End.

Encourage investment and redevelopment in identified Areas of Opportunity (Catalytic Areas).

Land use tools will be important to support the development of price appropriate housing at all income levels and allow for the preservation and production of housing often without the need for direct financial subsidy from the City. Revised zoning codes, reduced parking requirements, voluntary inclusionary zoning requests, transfer of development rights, and overlays are just a few land use tools for exploration. As an example, extending reduced parking requirements to the West End would free up land for housing development that would otherwise be used for parking. Seven Hills Neighborhood Houses is currently working on a community wide TIF as a mechanism to help guide public infrastructure improvements, spur private investment, and finance other neighborhood improvements in the West End.

Constraints

There are currently few land use protections in place in the West End (only two historic districts), allowing for a variety of housing developments that may not be in the best interest of the community. A collaborative, community supported effort will be necessary to enact strategic, impactful investments that aligns with the vision and recommendations of the West End Housing Study.

Figure 42: Area of Opportunity 3



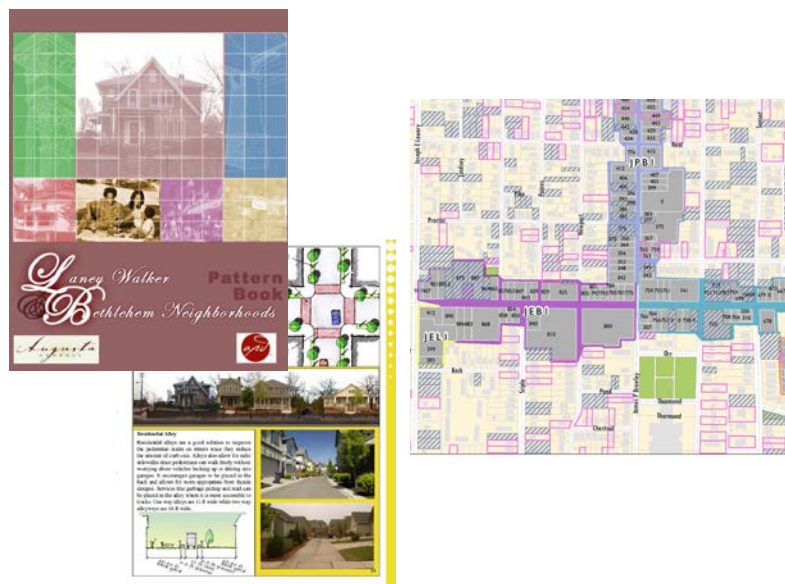
Source: APD Urban Planning & Mgmt.; The PORT; Auditor of Hamilton County; Cincinnati Area Geographic Information System (CAGIS)

- Support SHNH in creating Housing Affordability Plan that offers incentives and risk mitigation tools for price appropriate housing development;
- Explore expansion of REACH program in partnership with SHNH;
- Develop strategic property acquisition and disposition plans for development of price appropriate homeownership and rental units in partnership with SHNH;
- Ensure participating lenders provide CommunitiesFirst funds for eligible homeowners in the West End;
- Identify and acquire vacant and underutilized properties that can be redeveloped as mixed use in partnership with SHNH;
- Partner with UC and local design studio to catalog architectural styles and housing typologies to inform design standards;
- SHNH to partner with experienced developer to develop additional CLCC units at 60-100% AMI
- Explore adaptive reuse strategies for vacant industrial buildings in the Warehouse District.

Best Practice: Property Acquisition Strategy

In 2013 APD-U was tasked by Invest Atlanta (Atlanta Development Authority) to develop a comprehensive revitalization strategy for two downtown neighborhoods in the Westside Tax Allocation District (TAD). After the Westside TAD Neighborhood Strategic Implementation Plan was completed, Invest Atlanta and the Arthur M. Blank Family Foundation set aside \$10 million for implementation purposes. APD-U was retained by the Arthur M. Blank Family Foundation to execute the recommendations from the plan, specifically in land banking and property acquisition. APD-U's scope of work included the identification, mapping, and analysis of key redevelopment parcels for property acquisition purposes.

Source: APD Urban Planning and Management.



Encourage economic mobility strategies

Why

- Reduced housing options indicate loss of families over time.
- Cultural displacement is occurring when supportive services for existing residents are disappearing.
- Residents need jobs with living wages but access and opportunities are limited.
- Image of West End has been tainted and portrayed negatively in recent years.

As noted in the Housing Gap Analysis, the downward pressure created in the West End housing market has reduced housing options for households with lower incomes in both the homeownership and the rental markets. The Displacement Analysis demonstrated higher than normal growth for both home values and rents from 2017 to 2018, with a significant mismatch between homeowner incomes and price appropriate homes. The Retention Strategy indicated cultural displacement can occur when new businesses are introduced, replacing those supportive services and businesses (affordable mass transit, workforce development) meant for existing residents, creating barriers to economic mobility. If housing options are scarce or too expensive, businesses will have difficulty hiring and families/individuals will leave, thus constraining housing growth and accelerating displacement. An adequate housing supply is critical to the economic growth of a community. Thus, it is important to provide existing and future residents the access that creates an opportunity-rich neighborhood. Barriers to economic mobility such as income inequality, economic opportunity for businesses of color, and access to resources and building capacity can be addressed with initiatives that close economic wealth gaps and work to reverse intergenerational poverty. Current wealth building initiatives and programs in the West End should be enhanced to work in tandem and coordination with new/expanded housing development and anti-displacement programs, such as worker co-op franchises.

Figure 43: Wealth Building Partners

- West End Business Alliance
- CityLink
- Cincinnati Development Fund
- Homeownership Center
- Workforce Innovation Center

Encourage economic mobility strategies that advance local job creation, business attraction and retention, and celebration of cultural and historic assets.

Preservation of the history and the culture of West End was extremely important to existing residents and stakeholders. The identification of historically significant sites, landscapes, architectural typologies, and the crafting of the architectural design guidelines will serve as a foundation for marketing and re-branding of the West End as an opportunity-rich community, dispelling the negative image and perceptions that have impacted the West End for years. The West End currently has two local historic districts and many historically significant sites that can be part of a cultural heritage trail through a path of neighborhood landmarks and used as a redevelopment tool. The marketing and branding of price appropriate housing development in the West End is just as important as the strategic development and redevelopment of needed price appropriate housing. Tactics should include securing a professional marketing/branding entity that understands neighborhoods, housing, and community development. The end product should be a resident approved branding of the community that encompasses the history, spirit, and future of the neighborhood. Other tactics should include the development of visual identity that projects the positive aspects of price appropriate housing as well as marketing and branding events which can be sponsored by community stakeholders using an endorsed visual identity. These items could be used as additional educational tools for West End residents to comprehend the benefits of price appropriate housing and the attraction of the neighborhood.

Constraints

Economic mobility is measured over time, and typically tracked at the academic level, thus the infrastructure to deliver or provide needed services may not be readily available. It may be difficult to convince funders to commit resources if initiatives are not paired with housing programs.

Current

- Continue exploration of Regal Theatre redevelopment in consideration of transition to community use and ownership to SHNH;
- Continue to support CityLink and other workforce training programs;
- SHNH to continue expansion of onsite prep kitchen for small entrepreneurs;
- Expand West End Business Alliance to include technical assistance and capacity building;
- SHNH to revisit West End cultural heritage trail program.

New

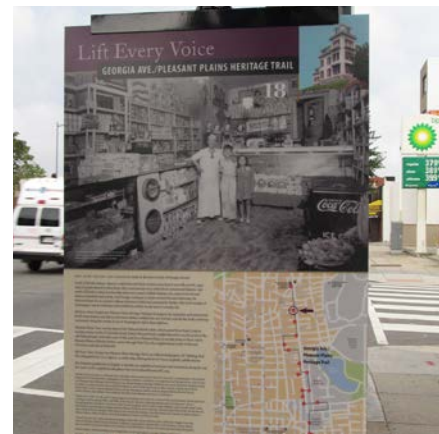
- Partner with Workforce Innovation Center to expand local entrepreneurship programs;
- Port consider engaging SHNH to own/manage price appropriate rental units, with possible transition of ownership to SHNH
- Create business development programs that support a “local hire” ordinance;
- Port to commit access to DREAM Loan Fund for eligible microbusinesses;
- Explore innovative micro business retention strategies;
- Explore marketing and branding campaign to reset image of West End as opportunity rich community;
- Cultivate minority developers and investors program.

Best Practice: Beacon Hill Black Heritage Trail

The Beacon Hill Black Heritage Trail is a 1.6 mile walking tour that explores the history of Boston's 19th century African American community who primarily lived on the north slope of Beacon Hill.

The trail includes fourteen historic sites, among them are former schools, residences, businesses, churches, and several stations on the Underground Railroad.

Source: National Park Service



Develop innovative partnerships and financing

Why

- Federal, state housing resources are limiting and declining in availability.
- Most current housing development financing tied to tax credit applications.
- Current housing efforts are siloed and specialized, easily resulting in an overlap or duplication of services or funds.
- Qualified local partners are available but may not have capacity to do large scale projects.

In a world of declining federal and state housing resources, it will be critical to identify innovative resources for both capacity building and financing for housing strategies and investments. Without the use of dedicated funding sources, it will be very difficult to create and sustain housing development initiatives and projects. The City of Cincinnati as well as the Port currently offer a number of housing development financing options including Section 108 loans and the Housing Development Loan program. However, several of the development loan programs are tied to approval of various tax credits. Thus it is highly likely that any transformative housing development in the West End would initially be a low income housing tax credit project in order to leverage a number of the available financing options. Project based tax increment financing (TIFs) can be utilized as a long term financing tool for housing development projects within the four Catalytic Areas of Opportunity. Revenue generated from project-based TIFs benefits the TIFs and the projects that surround them for a 30-year period. SHNH is exploring a community-wide TIF as well. Creative financing options and structuring will be essential to the sustainability of housing development in the West End.

Develop innovative partnerships for capacity building and long term financing for sustainable and equitable development.

Current West End efforts are siloed and specialized and can easily result in an overlap of services to the same families. Many funding sources are moving towards a more integrated approach to service delivery in order to cultivate multiple pathways to real and impactful neighborhood change. It would be beneficial for organizations and groups to form innovative and strategic partnerships to offer more comprehensive services to meet the needs of the residents of the West End.

True equitable development takes commitment from everyone, but not everyone or every entity has the capacity to bring the necessary solutions to bear. Nonprofit developers and nonprofit organizations play critical roles in preserving and developing price appropriate housing but often do not have the capacity to do large scale projects. Nonprofit developers and organizations could benefit from partnering with experienced developers that could build the capacity of the nonprofits in the area of real estate development and help to create cash flow for the nonprofit that begins to move them towards self sufficiency. Innovative partnerships such as this or Housing Innovation Labs allow for the exploration and implementation using multiple partners of varying disciplines for cutting edge approaches to equitable housing from a place-based approach. Housing Innovation Labs test innovative ways to develop, fund and design housing models to ensure all residents can afford where they live.

Constraints

There has been public differences of opinion with regards to investment and housing development in the West End. With the West End Community Council as the recognized link between the City and West End, and Seven Hills Neighborhood Houses as the recognized CDC for the West End, it will be important for these and other key community groups to work in collaboration to leverage all resources coming to the West End. Housing development partners in the West End will need a unified public voice to advance a list of housing development projects that the community will support in order to leverage both public and private funding sources.

Current

- **As Seven Hills as the lead CDC, the PORT will continue to explore all opportunities to partner as outlined in the MOU and CBA;**
- **Port to expand RFP/RFQ process for experienced developers ;**
- **SHNH to continue exploration of current work on community-wide TIF;**
- **Expand public-private sector partnerships.**

New

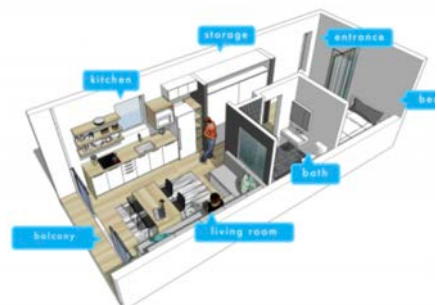
- **Access NeighborWorks and LISC for housing development capacity building training and development funding;**
- **Issue RFP and/or RFQ for experienced developers to partner with small, local developers and builders;**
- **Create Housing Innovation Lab in the West End for multi-partner and resource collaboration;**
- **SHNH to partner with experienced developer to build capacity;**
- **Identify CRA funding and financing to attract equitable development and minimize displacement;**
- **Explore long term recurring financing sources that create a dedicated financing resource to the West End Housing Fund;**
- **Explore use of project based TIFs in areas of opportunity.**

Best Practice: Boston Housing Innovation Lab

As part of the City of Boston's 2030 comprehensive housing plan, the City created the Housing Innovation Lab (iLab) with start up funding from a Bloomberg Philanthropies Innovation Team Grant in 2015. The purpose of the iLab to test innovative housing models. The iLab prioritizes people, engages collaborators to move the work forward and takes a prototype driven approach to policy making. Projects to date include:

- Compact Living – new type of residential living that uses well designed efficient space, shared common spaces and transportation incentives
- Intergenerational Homeshare Pilot – offer affordable housing to graduate students while helping local homeowners and communities
- Additional Dwelling Unit Pilot – streamlined process for homeowners looking to create a rental unit

Source: Housing Innovation Lab, City of Boston.



Create a West End Housing Report Card

Why

- No central source exists to gather and report on housing data and information.
- No clear path of accountability of partners to community.
- No continued measure or assessment of displacement risk or vulnerability.
- Strength of housing market is indicator of strength of economy.

In the process of collecting and analyzing existing conditions, housing data and market data for the West End Housing Study, it was determined that no central source existed to help the West End community and its stakeholders clearly understand housing data. This is essential when it is necessary to understand housing trends and the need for price appropriate housing in the West End. As the West End Housing Study looked at the current state of housing in the West End, it also established a clean, foundational baseline data set from which housing trends and other assessments can begin. SHNH can work with Peaslee Neighborhood Center to develop the appropriate metrics for the West End. A collaborative work session would be beneficial to explore priorities, stakeholder roles and responsibilities.

Create an annual housing card for tracking progress, accountability, programmatic updates and funding applications.

A clear measurement of neighborhood change with a focus on displacement risk should also be established. This could be accomplished through an online map that is easily available for public viewing. Although there are a number of possible indicators of displacement risk, the Displacement Risk Analysis for this Housing Study only looked at household income. When additional indicators such as housing cost burdened households, educational attainment or housing tenancy (percentage of renters) are added, the displacement vulnerability increases significantly. It should be noted that a displacement risk analysis is only a snapshot in time and an assessment of susceptibility, not a predictor of the future. It is also not straightforward, and therefore should also be combined with an Access to Opportunity Index. The Urban Study and Catalytic Areas of Opportunity integrates a number of indicators that contribute to opportunity-rich communities such as connectivity and high activity centers.

Current

- Support and enhance current efforts of housing data collection across various organizations;
- Explore use of Peaslee Neighborhood Center Equitable Development Rubric and housing scoring criteria.

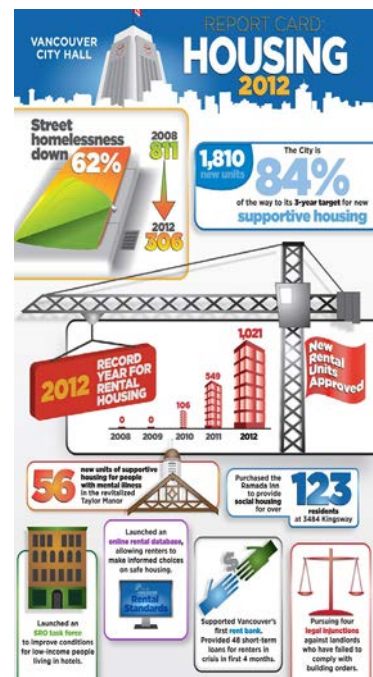
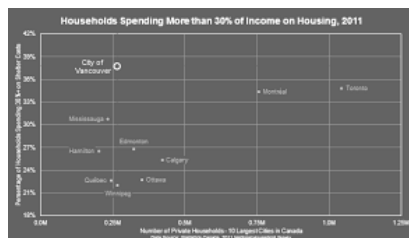
New

- Use Housing Affordability Plan and Housing Preservation Plan to set goals and metrics;
- Support SHNH efforts to maintain database of inventory of at-risk properties across all income levels to monitor affordability and displacement risk;
- Provide quarterly reporting of West End housing investments to residents, stakeholders, and funders;
- Support SHNH to create/maintain online mapping tool that allows community residents and stakeholders to update regularly;
- Establish community launch and annual community event for Annual Report Card report out.

Best Practices: City of Vancouver Housing Report Card

In 2012, Vancouver's City Manager exclaimed the City "faces an unprecedented housing affordability challenge and this requires a new and sustained efforts on the part of the City". Ensuring that appropriate strategies were in place to maintain and create new affordable housing, the Department of Community and Economic Development developed a citywide Housing and Homelessness Strategy. Within the strategy are embedded targets to provide important benchmarks against which the City can measure its progress on Council's goals of ending street homelessness and providing more affordable housing choices for its residents.

Source: City of Vancouver, Department of Community and Economic Development



Conclusion

To effectively address the housing challenges in the West End, it was necessary to understand the current state of housing in a factual and tangible manner. It was equally important to determine what displacement looked like in the face of rapidly rising property values. The West End Housing Study provides a current picture of the state of housing in the West End through data analysis and existing conditions data. Using this data, and through community and stakeholder engagement, a housing vision was crafted that conceptualized how sustainable and equitable housing should be developed in the West End now and in the future. Unique to the West End Housing Study, application of urban planning principles was utilized to create a Housing Framework that included a Location Suitability Analysis and an Urban Framework. The Location Suitability Analysis identified Areas of Opportunity that are best suited for development and would result in minimal displacement of existing residents, and the Urban Framework is a visual representation of future development in the West End, guided by the housing vision to provide price appropriate housing, while celebrating the history of the community through preservation and encouraging economic growth. The resulting seven Recommendations were designed to execute the West End Housing Vision based on the data analysis and urban planning principles of the Study and takes into account the current work of the community that is underway.

The West End faces challenges but is also positioned to take advantage of opportunities should the community chose to do so. It has committed and supported community-based organizations willing to continue moving forward to advance the work to make the West End an opportunity rich community. Seven Hills Neighborhood Houses is a strong community development organization with a deep history of serving the West End community, and as demonstrated in the Study Recommendations section, have already advanced several of the Recommendations prior to the commission of the Housing Study. Such an asset should not be minimized – not all neighborhoods have such an active force. Implementation will require a collaborative effort of public, private and community partners that take time and resources and will need to be prioritized – some can be implemented immediately, and others will take longer and considerably more resources. However, with the continued support of the Port, the West End Community Council, and other key stakeholders and partners, the West End Housing Vision and Goals can be realized and shaped through implementation of the Study Recommendations as outlined in the report.



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